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Financing of the United Nations Mission in the Central African Republic and Chad

Budget for the United Nations Mission in the Central African Republic and Chad for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in the Central African Republic and Chad (MINURCAT) for the period from 1 July 2009 to 30 June 2010, which amounts to $768,190,100.

The budget provides for the deployment of 25 military liaison officers, 5,200 military contingent personnel, 300 United Nations police officers, 596 international staff, inclusive of one international staff position funded from general temporary assistance and one post (Chief Security Adviser, funded through cost-sharing arrangements with the United Nations country team), 770 national staff, inclusive of one national staff position funded from general temporary assistance, 201 United Nations Volunteers and 25 Government-provided personnel.

The total resource requirements for MINURCAT for the financial period from 1 July 2009 to 30 June 2010 have been linked to the Mission's objective through a number of results-based frameworks, organized according to components (security and protection of civilians, human rights and the rule of law and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2007/08)*	*Apportionment (2008/09)*	*Cost estimates (2009/10)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	5 451.3	75 953.9	203 285.4	127 331.5	167.6
Civilian personnel	16 009.6	64 108.0	95 156.9	31 048.9	48.4
Operational costs	143 722.8	300 733.6	469 747.8	169 014.2	56.2
Gross requirements	**165 183.7**	**440 795.5**	**768 190.1**	**327 394.6**	**74.3**
Staff assessment income	999.2	6 155.8	7 628.8	1 473.0	23.9
Net requirements	**164 184.5**	**434 639.7**	**760 561.3**	**325 921.6**	**75.0**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**165 183.7**	**440 795.5**	**768 190.1**	**327 394.6**	**74.3**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*International staff*	*National staff*[b]	*Temporary position*[c,d]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management									
Approved 2008/09	—	—	—	39	21	—	1	—	**61**
Proposed 2009/10	—	—	—	38	21	—	1	—	**60**
Components									
Security and protection of civilians									
Approved 2008/09	50	—	300	32	118	—	3	—	**503**
Proposed 2009/10	25	5 200	300	39	133	—	3	—	**5 700**
Human rights and rule of law									
Approved 2008/09	—	—	—	39	22	—	9	25	**95**
Proposed 2009/10	—	—	—	41	30	—	9	25	**105**
Support									
Approved 2008/09	—	—	—	401	411	2	104	—	**918**
Proposed 2009/10	—	—	—	477	585	2	188	—	**1 252**
Total									
Approved 2008/09	50	—	300	511	572	2	117	25	**1 577**
Proposed 2009/10	25	5 200	300	595	769	2	201	25	**7 117**
Net change	**(25)**	**5 200**	**—**	**84**	**197**	**—**	**84**	**—**	**5 540**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.
[d] Includes 1 post (1 P-5, Chief Security Adviser) funded through the United Nations country team cost-sharing arrangements.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. In paragraph 1 of its resolution 1778 (2007) of 25 September 2007, the Security Council approved the establishment in Chad and the Central African Republic, in accordance with paragraphs 2 to 6 of the same resolution and in consultation with the authorities of Chad and the Central African Republic, of a multidimensional presence intended to help create the security conditions conducive to a voluntary, secure and sustainable return of refugees and displaced persons, inter alia, by contributing to the protection of refugees, displaced persons and civilians in danger; by facilitating the provision of humanitarian assistance in eastern Chad and the north-eastern Central African Republic; and by creating favourable conditions for the reconstruction and economic and social development of those areas.

2. In paragraph 2 of its resolution 1778 (2007), the Council decided that the multidimensional presence should include, for a period of one year, a United Nations Mission in the Central African Republic and Chad (the acronym MINURCAT is to be used in all languages), with the mandate in eastern Chad and the north-eastern Central African Republic as set out in the same paragraph.

3. Acting under Chapter VII of the Charter of the United Nations, the Council, in paragraph 6 of its resolution 1778 (2007), authorized the European Union to contribute to protecting civilians in danger, particularly refugees and displaced persons; to facilitate the delivery of humanitarian aid and the free movement of humanitarian personnel by helping to improve security in the area of operations; and to contribute to protecting United Nations personnel, facilities, installations and equipment and to ensuring the security and freedom of movement of its staff and United Nations and associated personnel.

4. The most recent extension of the mandate was authorized by the Council in its resolution 1861 (2009), by which the Council, inter alia, extended for a period of 12 months the multidimensional presence in Chad and military presence in the Central African Republic; extended the mandate of the Mission until 15 March 2010; authorized the deployment of a military component of MINURCAT to follow up the European Union-led force (EUFOR) in both Chad and the Central African Republic at the end of its mandate; decided that the transfer of authority between EUFOR and the military component of MINURCAT would take place on 15 March 2009; and also decided that MINURCAT should include a maximum of 300 police officers, 25 military liaison officers, 5,200 military personnel and an appropriate number of civilian personnel.

5. The Mission is mandated to help the Security Council to achieve an overall objective, namely, to help create the security conditions conducive to a voluntary, secure and sustainable return of refugees, and displaced persons.

6. Within this overall objective, MINURCAT will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to the components (security and protection of civilians; human rights and the rule of law), which are derived from the mandate of the Mission, and support.

7. The expected accomplishments would lead to the fulfilment of the Council's objective within the lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINURCAT in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared to the 2008/09 budget, including reclassifications, have been explained under the respective components.

8. Pursuant to its mandate, the Mission will, during the budget period, continue to enhance the capabilities of the Chadian police by assisting the national authorities in establishing the Détachement Intégré de sécurité (DIS) through training, monitoring, advising and supporting the national police, so as to maintain law and order in refugee camps, sites with concentrations of internally displaced persons and key towns in neighbouring areas and to facilitate the provision of humanitarian assistance in eastern Chad. MINURCAT will continue to provide support to help national authorities strengthen the formal justice and prison systems and assist them in ensuring that human rights considerations are reflected in the screening and selection of the Chadian police officers for DIS and integrated into training and sensitization programmes for the national police and gendarmerie. In the Central African Republic, MINURCAT will contribute to protect civilians in danger in liaison with the Government.

9. Pursuant to Security Council resolution 1861 (2009), on 15 March 2009, military ceremonies simultaneously took place in Abéché and Birao to mark the occasion for the transfer of authority between EUFOR and the United Nations military force. The force, composed of rehatted EUFOR contingents and additional military contingent personnel, declared its initial operating capability with 2,085 troops at midnight on 14 March 2009. During the budget period, the military component of MINURCAT will facilitate the delivery of humanitarian aid and the free movement of humanitarian personnel by helping to improve security in the area of operations and contribute to protecting United Nations personnel, facilities, installations and equipment and to ensuring the security and freedom of movement of its staff and United Nations and associated personnel.

10. In Chad, the Mission will also liaise with the United Nations country team and with all relevant partners, including the World Bank and the International Monetary Fund, to ensure a coherent approach aimed at contributing to the voluntary and safe return of refugees and internally displaced persons.

11. To provide MINURCAT with the immediate cash and operational resources needed to support the expansion of the Mission pursuant to Security Council resolution 1861 (2009), the Secretary-General, in his note dated 18 February 2009 (A/63/727), submitted a request for commitment authority with assessment for the period from 1 July 2008 to 30 June 2009 in the amount of $140,731,900, inclusive of the amount of $49,868,400 previously authorized by the Advisory Committee on Administrative and Budgetary Questions on 9 February 2009 to meet the cost of initial critical logistical and personnel requirements of MINURCAT in order to facilitate the transfer of authority from EUFOR to the United Nations, and in addition to the amount of $301,124,200 already appropriated for the maintenance of MINURCAT for the period from 1 July 2008 to 30 June 2009 under the terms of General Assembly resolution 62/233 B.

12. The General Assembly, by its resolution 63/274 of 7 April 2009, authorized the Secretary-General to enter into commitments in a total amount not exceeding $139,671,300 for the expansion of the Mission for the period from 1 July 2008 to 30 June 2009, inclusive of the amount of $49,868,400 previously authorized by the Advisory Committee under the terms of section IV of General Assembly resolution 49/233 A of 23 December 1994, and in addition to the amount of $301,124,200 already appropriated for the period from 1 July 2008 to 30 June 2009 under the terms of its resolution 62/233 B. By the same resolution, the Assembly decided to assess the amount of $139,671,300 for the period from 1 July 2008 to 30 June 2009, in addition to the amount of $301,124,200 already assessed for the maintenance of the Mission for the same period under the terms of General Assembly resolution 62/233 B. Accordingly, a total amount of $440,795,500 has been assessed on Member States for the 2008/09 period.

13. The proposed budget for MINURCAT for the period from 1 July 2009 to 30 June 2010 amounts to $768,190,100 gross ($760,561,300 net). It provides for 25 military liaison officers, 5,200 military contingent personnel, 300 United Nations police officers, a civilian staffing establishment of 1,592 personnel (596 international staff; 770 national staff, including 31 National Officers; 201 United Nations Volunteers; and 25 Government-provided personnel).

14. Compared to the appropriation approved by the General Assembly for the deployment and maintenance of the Mission for the 2008/09 period in the amount of $440,795,500 gross, the proposed 2009/10 budget of $768,190,100 gross represents an increase of $327,394,600 gross (74.3 per cent). Increased 2009/10 requirements reflected in the budget are attributable primarily to: (a) the projected phased deployment by 30 June 2010 of 5,183 military contingent personnel; (b) the full deployment of a total of 30 aircraft (8 fixed-wing passenger aircraft and 22 helicopters) approved for the 2008/09 period, as well as the phased deployment of a supplementary 7 helicopters to provide additional capacity for the movement of personnel, casualties and medical evacuations, and transportation of cargo in an expanded area of operations; (c) the construction of helipad, access road, aprons, renovation and rehabilitation of airfields and runways to comply with the International Civil Aviation Organization (ICAO) requirements; the replication of aprons and taxiways in N'Djamena and Abéché airports, that will not be handed over to the Mission by the Government of Chad after the withdrawal of EUFOR; and the construction of additional camps for military troops; (d) higher requirements for generator fuel with all electricity requirements being met with the Mission's generators; and (e) increased international staff resource requirements related to the provision for a total of 594 international posts, comprising 510 previously approved posts and 84 additional posts, to support the significant expansion of the Mission. The increased requirements have been offset in part by reducing provisions, reflected in the 2008/09 budget, for the acquisition of prefabricated facilities and generators, as well as lower requirements for the maintenance of office space and accommodation facilities provided through commercial turnkey arrangements.

15. The proposed staffing structure of MINURCAT for the period 2009-2010 is formulated on the basis of the expanded mandate of the Mission, as approved in Security Council resolution 1861 (2009), and takes into account the scope, volume and complexity of support for the deployment of troops in the expanded area of operations of the Mission. As reflected in the 2008/09 budget, the structure does not provide sufficient capacity at the operational and strategic management level to

deploy, sustain and expand the Mission owing to the complexity and uniqueness of its mandate.

16. Changes in the structure and staffing requirements of the Division of Mission Support are in line with the logistical and administrative support requirements of other peacekeeping operations with a comparable number of authorized military contingent personnel, and takes into account the complexity of the area of operations, characterized by extensive arid areas, with flash floods cutting off access roads intermittently, as well as a four-month rainy season, making the area of operation generally inaccessible by road. In addition, the extremely limited access to contracted services puts a lot of pressure on the Mission's in-house capabilities, which adds to the complexity of the support component. Accordingly, the support structure, to a large extent, reflects the proposed upgrading of the post of the Chief of Mission Support (D-1) to Director of Mission Support (D-2) as well as the proposed upgrading of the posts for Chiefs of Sections of the Administrative and Integrated Support Services, taking into account the expansion of the staffing of the sections and the increase in the level and scope of responsibilities arising from the deployment of the authorized military strength of the Mission. The increase in the proposed 2009/10 staffing establishment of Administrative Services reflects an augmentation of 60 per cent over the authorized level of 96 personnel, entailing a significant expansion in the volume and scope of human resources, financial and general services support, as well as the deployment to field offices in eastern Chad. The proposed 2009/10 staffing structure of Integrated Support Services, represents a 50-per cent increase over the authorized level of 534, owing to the significant expansion in the workload of the Mission, the requirement to expand the Mission in an expeditious manner throughout the area of operation and to the field offices in eastern Chad specifically, and the supervision of major engineering projects. The formulation of the 2009/10 staffing requirements in Integrated Support Services focuses in particular on the support required for the expansion of the communications and information technology infrastructure, engineering services, and air and ground transportation. Equally important, in addition to the increase in the volume of United Nations-owned equipment, particular consideration has been given to the notable increase in the volume and scope of work required in the management of contingent-owned equipment, taking into account the estimated liabilities for reimbursements to contributing Governments for contingent-owned equipment.

17. MINURCAT would be headed by the Special Representative of the Secretary-General, at the Under-Secretary-General level, assisted by a Deputy Special Representative of the Secretary-General, at the Assistant Secretary-General level, a Chief of Staff, a Force Commander, a Police Commissioner and a Director of Mission Support at the D-2 level.

18. The Special Representative of the Secretary-General, the Police Commissioner, the Chief Military Liaison Officer, the Chief of Staff, and the Director of Mission Support are based at the Mission headquarters in N'Djamena, while the Deputy Special Representative of the Secretary-General has established office at the forward headquarters in Abéché, where the majority of the Mission's substantive and support staff are located. The Force Commander will be based at the forward headquarters in Abéché and maintain a rear headquarters in N'Djamena.

19. The Mission's field offices in Iriba, Farchana, Goz Beida, Guéréda, Bahai, Koukou (Chad) and Birao (Central African Republic) will enjoy a high degree of devolved day-to-day management responsibilities within the delegation of authority to be granted to the heads of field offices accordingly. The field offices in Chad would comprise a small number of staff consisting of civil affairs, human rights, humanitarian affairs, judicial affairs and prison affairs and United Nations police officers, as well as support staff. The Mission's three satellite offices in Entebbe (Uganda), Douala (Cameroon), and Benghazi (Libyan Arab Jamahiriya), where shipments of goods purchased by the Mission arrive, comprise movement control personnel and report directly to the Mission headquarters in N'Djamena.

20. Pursuant to Security Council resolution 1861 (2009), the military component would be headquartered at the Mission's forward headquarters in Abéché. The force would be structured into three battalion group sectors: north (Iriba and Bahai), centre (Farchana and Guéréda) and south (Goz Beida and Koukou). In the north-eastern Central African Republic, 300 military contingent personnel will be deployed to contribute to the creation of a more secure environment, execute operations of a limited character in order to extract civilians in danger and protect United Nations personnel, facilities installations and equipment.

B. Planning assumptions and mission support initiatives

21. The resource planning assumptions for the 2009/10 period are predicated on the full deployment of the military component of MINURCAT pursuant to paragraphs 2 and 7 of Security Council resolution 1861 (2009). The deployment of the military component of MINURCAT and DIS in eastern Chad will create a more secure environment by contributing to combat the banditry and other criminal activities in the area of operations, which pose the main threat to the humanitarian activities in eastern Chad. The Mission will continue to enhance the capabilities of the Chadian police by assisting the authorities in the establishment of DIS, through training, monitoring, advising and supporting DIS, in order to maintain law and order in refugee camps, sites with concentrations of internally displaced persons and key towns in neighbouring areas, and to facilitate the provision of humanitarian assistance in eastern Chad.

22. There will continue to be six operational commands, called "stations", located in the following key towns of eastern Chad: Abéché, Bahai, Farchana, Goz Beida, Guéréda, Iriba and Koukou. The military contingent personnel and Chadian police officers assigned to those stations will be responsible for policing key towns, patrolling humanitarian access routes between key towns and refugee camps and providing security for international and national humanitarian personnel and facilities. Twelve police "posts" corresponding to the 12 refugees camps (Oure Cassoni, Iridimi, Touloum, Am Nabak, Mile, Kounoungo, Gaga, Farchana, Bredjing, Treguine, Djabal and Goz Amer) run by the Office of the United Nations High Commissioner for Refugees (UNHCR) in eastern Chad will continue to report to the stations.

23. The financial and direct logistical support for the Chadian police will continue to be funded through a United Nations Trust Fund which was established in October 2007. As of 31 March 2009, contributions of approximately $21.4 million have been received from eight Member States and the European Commission.

24. In the Central African Republic, the Mission will establish a permanent military presence in Birao to contribute to the creation of a more secure environment in the north-eastern region of the country. During the budget period, MINURCAT will also assist the national authorities of the Central African Republic in devising a strategy to create a more secure environment in the affected areas of the north-eastern region of the country.

25. The substantive civilian component will continue to ensure the successful implementation of the mandate of MINURCAT through an integrated and coordinated strategy. The Mission will liaise with all partners to ensure a coherent approach aimed at contributing to the voluntary and safe return of refugees and internally displaced persons. The process of adoption of an integrated strategy framework for eastern Chad has started, joining together MINURCAT and the United Nations country team. The Mission will also assist the national authorities in strengthening the justice and prison systems and in contributing to ending impunity in eastern Chad. The Mission will continue to ensure that human rights considerations are reflected in the training and mentoring of DIS, including in the implementation of law and order related activities by DIS. Three additional civilian field offices in Bahai, Guéréda and Koukou comprising Political and Civilian Affairs Officers, Human Rights Officers, Humanitarian Affairs Officers, and support component will be established to encompass the DIS presence.

26. The resource planning assumptions reflect extensive challenges and issues surrounding a timely and successful continued deployment of MINURCAT substantive personnel, military and United Nations police, as well as the execution of the mandate of the Mission.

27. The Mission covers two countries (Chad and the Central African Republic) which are landlocked and require the establishment of long and unsecured supply routes from various points of entry in Cameroon and the Libyan Arab Jamahiriya. Once the situation along the border between Chad and the Sudan is stabilized, there will be the need to retain a substantial Mission-centred support structure in the budget period. The success of the Mission continues to rely in a large extent on DIS accomplishments, in cooperation with the Government of Chad and the timely funding of DIS requirements through voluntary contributions. The support to DIS in the area of operation requires the administration of an additional budget under trust fund, the management of a separate asset base and a separate support concept.

28. The security situation and lack of infrastructure in Chad requires the construction, in compliance with minimum operating security standards, of United Nations bases to provide office and accommodation facilities for United Nations personnel. The success of the Mission will depend on its overcoming many challenges, including poor physical infrastructure, difficult supply routes, a complete standstill of ground move during the rainy season, long lead times for the procurement of goods and services and the timely force generation deployment. All locations, including the police posts in remote refugee camps, have to be supported with engineering, supply and transport services and their disparity adds considerable stress to Mission resources and management.

29. During the 2008/09 period, provision was made for construction services for seven camps in N'Djamena, Abéché, Bahia, Iriba, Guéréda, Farchana and Goz Beida, 6 police stations and 12 police posts; for the expansion of the existing and construction of new facilities and infrastructure to accommodate the initial

deployment of military personnel, including EUFOR rehatted troops; as well as for airfield construction services in Abéché, and the construction of aviation workshops in Farchana, Goz Beïda and Iriba.

30. For the 2009/10 financial period, in view of the high priority to mobilize logistics support and to facilitate the efficient deployment of the troops, it is proposed to construct helipad, access road and aprons, renovate and rehabilitate airfields and runways to comply with the ICAO requirements in each of three group sectors (north, Iriba and Bahai; centre, Farchana and Guéréda; and south, Goz Beïda and Koukou). In addition, in order to meet the operational requirement it is proposed to replicate the aprons and taxiways in N'Djamena airport, the western part of the apron in Abéché airport, that will not be handed over to the Mission after the withdrawal of EUFOR. Furthermore, it is proposed to make provision for the construction of additional facilities for the military contingent personnel and for the construction of civilian living accommodation in Abéché.

31. The Mission also instituted contractual turnkey arrangements. The turnkey arrangements include the construction of airfields, aviation workshops and warehouses, the construction of the rear logistics base in N'Djamena as well as the office and living accommodation camps in Iriba, Farchana, Goz Beïda, Guéréda, Bahai, and Koukou, and the development of a sustainable water supply system. In terms of camp services, the turnkey arrangements provide cleaning services, pest control services, ground maintenance services, laundry services, fire protection and firefighting services. Smaller-scale construction works such as transit camps and renovations and the rehabilitation of an existing hardwall building will likely be carried out through the local procurement authority utilizing local competencies. However, major apron and airfield construction and rehabilitation works will be undertaken in consultation with ICAO and its involvement in each milestone of the project will be sought as the Mission's engineering section lacks the required experience and expertise in the field.

32. Water remains a major challenge facing the Mission. The requirements for identifying reservoirs, well drilling, purification, storage, distribution and conservation continue to be the main determinants in the success of the deployment throughout the Mission area. An additional challenge facing the Mission is the development of water sources that can contribute to the well-being of the population living nearby. The Mission is preparing a Mission water policy, which includes harvesting of rain water, waste water recycling for creating and irrigation of green areas around United Nations camps and reuse for toilet flushing.

33. The lack of infrastructure for surface transportation and the inaccessibility of the area of operation by road during the rainy season continue to require a high dependence on aviation assets. To provide additional capacity for the movement of personnel, casualties and medical evacuations, and transportation of cargo in an expanded area of operations, provision is made for the full deployment of a total of 30 aircraft approved for the 2008/09 period (8 fixed-wing passenger aircraft, 11 commercially contracted medium cargo/passenger helicopters and 11 military-type helicopters provided under letter-of-assist (LOA) arrangements with troop-contributing countries), as well as the phased deployment of an additional 7 helicopters (military-type helicopters under LOAs with troop-contributing countries). For short-term and surge requirements the air assets of neighbouring missions will be utilized on a cost-reimbursable basis.

34. The ports of Douala, Cameroon, as well as Benghazi and Misurata, the Libyan Arab Jamahiriya, will remain the main points of entry for surface freight. Port congestion and difficult overland conditions, in particular during the rainy season, make the challenges of re-supply considerable. The Mission will monitor the viability of cross-border re-supply arrangements with the African Union-United Nations Hybrid Operation in Darfur (UNAMID).

35. Secure and reliable transmission of voice and data continues to be established to ensure operational effectiveness and personnel security. A complex network across the area of operations utilizing satellite, very high frequency and high frequency technologies is providing voice and data connectivity to all sites, linking them with other peacekeeping missions and the United Nations country team. Secure communications have been established with MINURCAT field offices and United Nations Headquarters.

C. Regional mission cooperation

36. Close cooperation will continue with other regional peacekeeping operations. UNAMID military liaison officers will continue to be co-located with MINURCAT at the forward headquarters in Abéché, and two military liaison officers from MINURCAT will continue to be co-located with UNAMID and the United Nations Mission in the Sudan (UNMIS). The military liaison officers in Bangui will be hosted and supported by the United Nations Peacebuilding Support Office in the Central African Republic (BONUCA). The Mission continues to work closely with UNAMID, BONUCA, and UNMIS, and maintains regular exchange of information on all issues of common interest. Inter-mission meetings on cross-border issues will be held on a regular basis to facilitate coordination and exchange of information at the senior level. MINURCAT will also liaise with the Mission de consolidation de la paix en Centrafrique, the Community of Sahelo-Saharan States, and other subregional organizations. MINURCAT will continue to participate in senior leadership conferences in the region, as required, together with the senior staff of other peacekeeping missions.

D. Partnerships, country team coordination and integrated missions

37. In order to address the simultaneous medium and long-term peacekeeping and peacebuilding needs of the countries in an efficient manner, MINURCAT will pursue a coordinated approach in the implementation of its mandate through complementarities of activities and cooperation with the United Nations country team and with all relevant partners, including the World Bank and the International Monetary Fund. The United Nations country team will participate in the Senior Management team of MINURCAT both in N'Djamena and in Abéché. Strategies and joint programmes will be devised, as possible, to avoid duplication of activities and resources. The Mission will continue to work closely with the European Commission on the implementation of the rule of law-related activities, including police, reform of justice, correction and prison systems. Pursuant to its mandate, MINURCAT will continue to work closely with the humanitarian community, including United Nations system agencies, funds, programmes and civil society organizations. Humanitarian Affairs Officers of the Mission will help facilitate coordination with the humanitarian community at the Mission's headquarters,

forward headquarters and field offices to ensure a common approach and respect for humanitarian principles. In addition, the United Nations Resident/Humanitarian Coordinator for Chad will be a member of the Mission's senior management team while retaining, in accordance with the established practice, his/her reporting lines to the Emergency Relief Coordinator and the United Nations Development Programme (UNDP) Administrator. As part of its rehabilitation programme in the East, UNDP and the MINURCAT Mine Action Unit will work together to implement the national mine action plan facilitating the return to economic activities in the region. The United Nations Children's Fund (UNICEF) will work closely with the human rights component of MINURCAT to promote child protection, and with the MINURCAT police component to ensure that children's needs in refugee camps and internally displaced persons sites are appropriately addressed. Collaboration with the United Nations Population Fund (UNFPA) will be intensified in the area of discrimination and sexual violence. Coordination with the United Nations country team in the Central African Republic will be maintained through BONUCA in Bangui.

E. Results-based-budgeting frameworks

Executive direction and management

38. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General, who will be assisted by a Deputy Special Representative based in Abéché. Reporting directly to the Special Representative of the Secretary-General are the Deputy Special Representative of the Secretary-General, the Chief of Staff, the Director of Mission Support, the Force Commander, the Police Commissioner, the Chief Security Adviser and the Chief Public Information Officer. The heads of the Joint Mission Analysis Centre, the Joint Operations Centre, the Office of Legal Affairs and the Conduct and Discipline Team, as well as the Gender and HIV/AIDS Units report to the Special Representative of the Secretary-General through the Chief of Staff.

39. The heads of the field offices report to the Deputy Special Representative of the Secretary-General through the Chief of the Civil and Political Affairs Office who acts as the Field Coordinator. The Deputy Special Representative of the Secretary-General is responsible for the implementation of Mission activities in the areas of civil affairs, humanitarian liaison, human rights, the judicial and prison advisory systems, mine action, gender and HIV/AIDS, with the majority of staff in the respective sections and offices based at the forward headquarters in Abéché and in the field offices.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Special Representative of the Secretary-General									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	1	1	3	2	2	**9**	4	1	14
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	**1**	**1**	**3**	**2**	2	**9**	**4**	**1**	**14**
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	1	1	3	2	2	**9**	5	1	15
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	**1**	**1**	**3**	**2**	**2**	**9**	**5**	**1**	**15**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	1	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	**—**	**—**	**—**	**—**	**—**	**—**	**1**	**—**	**1**
Office of the Deputy Special Representative of the Secretary-General									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	1	—	1	1	2	**5**	2	—	7
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	**1**	**—**	**1**	**1**	**2**	**5**	**2**	**—**	7
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	1	—	1	1	2	**5**	2	—	7
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	**1**	**—**	**1**	**1**	**2**	**5**	**2**	**—**	7
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of Legal Affairs									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	1	1	**3**	1	—	4
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	**—**	**—**	**1**	**1**	**1**	**3**	**1**	**—**	**4**
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	1	1	3	1	—	4
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	**—**	**—**	**1**	**1**	**1**	**3**	**1**	**—**	**4**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Joint Mission Analysis Centre									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	3	2	2	7	2	—	9
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	**—**	**—**	**3**	**2**	**2**	**7**	**2**	**—**	**9**
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	3	2	2	7	2	—	9
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	**—**	**—**	**3**	**2**	**2**	**7**	**2**	**—**	**9**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Joint Operations Centre									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	2	2	—	**4**	1	—	5
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	**—**	**—**	**2**	**2**	**—**	**4**	**1**	**—**	5
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	2	2	—	4	1	—	5
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	**—**	**—**	**2**	**2**	**—**	**4**	**1**	**—**	5
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	—
Public Information Section									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	**1**	1	—	2
Forward headquarters (Abéché)	—	—	2	2	5	**9**	9	—	18
Field offices	—	—	—	—	1	**1**	1	—	2
Total approved posts 2008/09	**—**	**—**	**3**	**2**	**6**	**11**	**11**	**—**	22
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	—	—	**1**	1	—	2
Forward headquarters (Abéché)	—	—	2	2	5	**9**	9	—	18
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	**—**	**—**	**3**	**2**	**5**	**10**	**10**	**—**	20
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	(1)	**(1)**	(1)	—	(2)
Total net change	**—**	**—**	**—**	**—**	**(1)**	**(1)**	**(1)**	**—**	(2)

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Total									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	1	1	8	5	5	**20**	8	1	29
Forward headquarters (Abéché)	1	—	5	5	7	**18**	12	—	30
Field offices	—	—	—	—	1	**1**	1	—	2
Total approved posts 2008/09	**2**	**1**	**13**	**10**	**13**	**39**	**21**	**1**	**61**
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	1	1	8	5	5	**20**	9	1	30
Forward headquarters (Abéché)	1	—	5	5	7	**18**	12	—	30
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	**2**	**1**	**13**	**10**	**12**	**38**	**21**	**1**	**60**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	1	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	(1)	(1)	(1)	—	(2)
Total net change	—	—	—	—	(1)	(1)	—	—	(1)

[a] Includes National Officers and national General Service staff.

Office of the Special Representative of the Secretary-General

International staff: no net change (decrease by one post offset by an increase by one post)

National staff: increase by one post

40. The Chief of Staff serves as a principal aide to the Special Representative of the Secretary-General in managing the Mission and the Office of the Special Representative, acts as a principal adviser to the Special Representative on strategic planning and integration issues, and represents the Special Representative in this capacity in various coordination bodies established with Government authorities, both in Chad and the Central African Republic as well as within the Mission. The Chief of Staff provides policy and strategic advice to the Special Representative; assists with overall coordination of MINURCAT activities and the formulation and implementation of comprehensive strategies emanating from the Mission's mandate; supervises the sections directly reporting to the Special Representative of the Secretary-General (Joint Mission Analysis Centre, Joint Operations Centre, Office of Legal Affairs and Conduct and Discipline Team); liaises with the various Mission components and United Nations system entities to support and coordinate the activities of the Special Representative; assists the Special Representative in contacts with the key Government ministries in Chad and the Central African Republic; and acts as the focal point for the Mission's contacts with the national authorities, the diplomatic community and United Nations Headquarters, as well as

manages the inter-mission coordination with UNAMID, UNMIS and BONUCA. The intricate process of transfer of authority from an international military presence (EUFOR) to the United Nations required extensive engagement on technical and administrative matters, with international and national actors present in the Mission area, and demonstrated the need for an experienced and senior Chief of Staff to participate in these engagements on behalf of the Special Representative of the Secretary-General.

41. Upon review of the functional responsibilities, the related increased level of responsibility in ensuring the effective direction and integrated management of all the Mission's activities, the managerial functions and the complexity of the tasks performed, as well as the need to continue engaging in intensive dialogue with national and international actors, it is proposed that the level of the Chief of Staff's post be upgraded from D-1 to D-2.

42. In addition, it is proposed to strengthen the current approved staffing establishment of two Drivers (national General Service staff) through the establishment of an additional Driver (national General Service staff) post in the Office of the Special Representative of the Secretary-General, to drive the official visitors and delegations that visit the Mission, from Headquarters and other missions within the subregion, on a regular basis. At the same time, the additional driver would be responsible for the delivery of mail in town on a daily basis.

Public Information Section

International staff: decrease by one post

National staff: decrease by one post

43. Pursuant to the Mission's mandate in the Central African Republic to execute operations of a limited character in order to extract civilians and humanitarian workers in danger, it is proposed to abolish the Radio Producer (Field Service) and the Radio Production Assistant (national General Service staff) posts deployed at the liaison office in Bangui.

Component 1: Security and protection of civilians

44. The Mission's framework for security and protection of civilians reflects support to create conditions conducive to the voluntary, secure and sustainable return of refugees and internally displaced persons in eastern Chad and in the north-eastern Central African Republic. The Mission will liaise with national and local authorities to create a more secure environment, including through support to local reconciliation efforts, in order to facilitate the return of internally displaced persons. Through regular cooperation meetings, the Mission will assist UNHCR in support of their efforts to relocate refugee camps in close proximity to the border. The deployment of the United Nations military contingent and DIS aims at contributing to combat the banditry and other criminal activities in the area of operations, which pose the main threat to the humanitarian activities in eastern Chad.

45. During the budget period, the Mission will continue to select, train, advise, monitor and mentor the DIS officers and provide operational and administrative capability support to DIS in Chad. In addition, through co-location or through international partners, the Mission will provide a broad range of support for DIS, including by upgrading or refurbishing essential facilities in affected areas and

providing, through a trust fund, established for the support of the activities of MINURCAT, basic accommodation, meal allowance, vehicles and communication equipment to enable DIS to perform its functions. The Mission will also facilitate, through collaboration with bilateral and multilateral donors, the provision of basic police equipment and the payment of stipends to members of DIS for the duration of their service to be funded from the trust fund. The Mission's military component would contribute to protecting civilians at risk, enhance humanitarian assistance and protect United Nations personnel and installations by taking over control of, and deploying to the current EUFOR sites in eastern Chad and in the north-eastern Central African Republic.

46. The Mission would liaise with relevant regional organizations, such as the African Union, and would work closely with other United Nations missions, (UNAMID, UNMIS, and BONUCA) on security issues as it pertains to the emerging threats to humanitarian issues in the subregion.

Expected accomplishments	*Indicators of achievement*
1.1 Creation of a more secure environment in eastern Chad and in the north-eastern Central African Republic	1.1.1 10 per cent decrease in the percentage of crimes committed in refugee camps and internally displaced persons sites, key towns and on humanitarian delivery routes between towns in eastern Chad compared to the 2008/09 period (2007/08: 271; 2008/09: 203; 2009/10: 183) 1.1.2 100 per cent humanitarian access to routes/villages in eastern Chad (2007/08: 25 per cent; 2008/09: 50 per cent; 2009/10: 100 per cent) 1.1.3 Increase in the total number of community safety councils established in eastern Chad (2007/08: 0; 2008/09: 18; 2009/10: 54) 1.1.4 Women and children desks maintained by DIS in key towns and refugee camps in eastern Chad 1.1.5 40 per cent decrease in the number of deaths/injuries resulting from mines and explosive remnants of war reported by the Chad National Demining Authority (2007/08: 190; 2008/09: 112; 2009/10: 67)

Outputs

- Monthly meetings of the Special Representative of the Secretary-General with the international community to exchange information on security-related issues in Chad
- Participation of the Special Representative of the Secretary-General in the regular Contact Group meetings
- Consultations with the Coordination nationale d'appui à la force Internationale à l'est du Tchad (CONAFIT) on security, humanitarian and other mandate-related issues, including sharing of information, through weekly meetings

- Quarterly meetings of the Special Representative of the Secretary-General/Deputy Special Representative of the Secretary-General with civil society organizations and women's non-governmental organizations (NGOs) to exchange information on their security concerns
- Provision of support, through organization of conferences, meetings and public forums, to initiatives of national and local authorities to resolve local tensions and promote local reconciliation efforts in eastern Chad
- 4 reports of the Secretary-General to the Security Council
- 4 inter-mission cooperation meetings with UNAMID, UNMIS and BONUCA on substantive and operational issues of mutual concern
- Advice to national and local Chadian authorities, the United Nations country team, the European Union, NGOs and internally displaced persons/refugees through 12 meetings on confidence-building initiatives in regard to the voluntary return of internally displaced persons/refugees
- Weekly liaison meetings with the United Nations country team and NGOs on the coordination of humanitarian assistance
- Regular meetings at all levels (political and military) between MINURCAT, the Mission de consolidation de la paix en Centrafrique (MICOPAX) and other relevant subregional organizations to exchange information on security and other issues of mutual concern
- 3 workshops for local NGOs, religious and traditional leaders, women and youth groups on support to reconciliation and inter-community dialogue
- Facilitation of dialogue through public meetings between national, regional, local authorities for confidence-building and reconciliation
- Enhance presence through 29,200 static, foot and mobile patrol person days (8 troops per patrol x 3 patrols per day x 3 sectors in Chad x 365 days; and 8 troops per patrol x 1 patrol per day x 1 sector in Central African Republic x 365 days), including patrols of all types, humanitarian, cordon and search operations
- 9,125 troop-days to liaise with United Nations system agencies, NGOs, national and local authorities, traditional leaders and local communities as well as the police and other components of the Mission (25 military observers x 365 days)
- 5,760 air patrol hours for patrols excluding logistical, medical evacuation, engineering, VIP and communication flights (8 rotary wing aircraft x 60 hours per month x 12 months)
- 52,560 joint patrol United Nations police officer-days with DIS officers (2 United Nations police officers per patrol x 4 patrols per day/stations x 18 stations/posts x 365 days)
- Advice to local authorities and the local population, including women's groups, on community policing through weekly community meetings in 6 towns and in refugee camps
- Public information campaign on security- and peace-related issues, including: 1,000 posters (in Arabic and French), 50,000 leaflets/pamphlets (in Arabic and French), theatre performances in each refugee camp
- Publication of 300 maps, detailing mine and basic unexploded ordnance threats, for the Chad National Demining Authority, United Nations system agencies and NGOs to help them to operate safely within eastern Chad
- Contribute to United Nations country team and NGOs on the coordination of humanitarian assistance through weekly meetings

- 52 liaison meetings with UNHCR in support of refugees, including relocation of refugee camps which are in close proximity to the border
- 6 training workshops for NGOs, in partnership with the Office for the Coordination of Humanitarian Affairs on humanitarian principles, civil-military coordination, protection of civilians and the structure, role and work of the humanitarian community
- Public information campaign on humanitarian conditions, in coordination with the United Nations country team, including: 30 minutes of radio programmes per month (in Arabic and French), 50,000 leaflets/pamphlets (in Arabic and French), 1,000 posters (in Arabic and French)
- Implementation of 30 quick-impact projects to create a secure environment, in consultation and coordination with the aid community in eastern Chad, to ensure coherence with the aid community programmes and to avoid duplication
- Survey of 1,000 km of supply routes previously not assessed for the presence of mines or explosives remnants of war
- Regular meetings between military observers and the Armed Forces of the Central African Republic (FACA), other relevant Government agencies and BONUCA to exchange information on security and other issues of mutual concern

Expected accomplishments	*Indicators of achievement*
1.2 Strengthened capacity of the Détachement intégré de sécurité (DIS)	1.2.1 Deployment of 850 DIS 1.2.2 Establishment by DIS of a security coordination mechanism with Chadian national police, national gendarmerie and nomad national guard

Outputs

- Selection and certification of Chadian national police and gendarmes for DIS
- Advice to the Chadian authorities on the development and implementation of a strategy to increase the number of female candidates for DIS through monthly meetings
- Advice to DIS on administration, leadership and command issues through fortnightly meetings
- Training of 77 DIS supervisors in the commanders course
- Training of 850 DIS candidates on best international policing practices, including in human rights, HIV/AIDS and gender awareness and child rights
- Advice to DIS on the operation of a database recording crimes, including sexual and gender-based violence, and on using the database in efforts to end impunity
- Monitoring of DIS officers, including development of a database on complaints lodged against DIS and, if required, reporting to the DIS internal investigation unit in coordination with Chadian authorities
- Daily advice to DIS on traffic control and investigation of criminal incidents
- Advice to DIS on development of an arrest and detention standard operating procedures manual
- Training of 6 DIS officers in internal investigation
- Advice to DIS on the establishment and maintenance of weekly coordination meetings at the command level with Chadian national police and national gendarmerie on security-related issues

- Advice to DIS, through monitoring, on the maintenance of women and children desks in 6 key towns and in 12 refugee camps in eastern Chad
- Advice to DIS on the development of a joint action plan with Chad national police authorities to combat against banditry
- Advice to DIS on the establishment of emergency call centres in police stations and police posts
- Public information campaign on DIS, including: 30 minutes of radio programmes per month (in Arabic and French), 15 minutes of television/video broadcasts per month (in Arabic and French), 50,000 leaflets/pamphlets (in Arabic and French), 1,000 posters (in Arabic and French)

External factors

Troop- and police-contributing countries will provide the necessary military contingents, military liaison and police officers; donors will provide the necessary funding; local qualified police candidates will be available; external "over-the-horizon force" will provide the necessary security; the security situation in Darfur will enable the internally displaced persons/refugees to return.

Table 2
Human resources: component 1, security and protection of civilians

Category	*Total*
I. Military observers	
Approved 2008/09	**50**
Proposed 2009/10	**25**
Net change	**(25)**
II. Military contingents	
Approved 2008/09	—
Proposed 2009/10	**5 200**
Net change	**5 200**
III. United Nations police	
Approved 2008/09	**300**
Proposed 2009/10	**300**
Net change	—

IV. Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Force Commander									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	—	—	—	—	—	—	—	—	—
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	—	—	1	1	1	—	2
Forward headquarters (Abéché)	—	2	—	—	1	3	1	—	4
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	—	2	—	—	2	4	2	—	6
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	1	1	1	—	2
Forward headquarters (Abéché)	—	2	—	—	1	3	1	—	4
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	2	—	—	2	4	2	—	6
Office of the Chief Military Liaison Officer									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	—	—	2	—	—	2	2	—	4
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	—	—	2	—	—	2	2	—	4
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—

IV. Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Police Commissioner									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	1	1	—	2	4	16	—	20
Forward headquarters (Abéché)	—	1	1	—	1	3	23	—	26
Field offices	—	—	1	—	—	1	75	—	76
Total approved posts 2008/09	—	2	3	—	3	8	114	—	122
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	1	2	—	2	5	16	—	21
Forward headquarters (Abéché)	—	1	1	—	1	3	23	—	26
Field offices	—	—	—	—	—	—	75	—	75
Total proposed posts 2009/10	—	2	3	—	3	8	114	—	122
Net change									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	(1)	—	—	(1)	—	—	(1)
Total net change	—	—	—	—	—	—	—	—	—
Political and Civil Affairs Section									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	1	2	2	1	6	2	—	8
Field offices	—	—	3	6	—	9	—	3	12
Total approved posts 2008/09	—	1	5	8	1	15	2	3	20
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	1	1	2	1	5	3	—	8
Field offices	—	—	5	6	—	11	5	3	19
Total proposed posts 2009/10	—	1	7	8	1	17	8	3	28
Net change									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	(1)	—	—	(1)	1	—	—
Field offices	—	—	2	—	—	2	5	—	7
Total net change	—	—	2	—	—	2	6	—	8

IV. Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Humanitarian Liaison Unit									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	1	1	—	2	—	—	2
Field offices	—	—	—	4	—	4	—	—	4
Total approved posts 2008/09	—	—	2	5	—	7	—	—	7
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	1	1	—	2	2	—	4
Field offices	—	—	—	5	—	5	5	—	10
Total proposed posts 2009/10	—	—	2	6	—	8	7	—	15
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	2	—	2
Field offices	—	—	—	1	—	1	5	—	6
Total net change	—	—	—	1	—	1	7	—	8
Subtotal, civilian staff									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	1	3	—	2	6	17	—	23
Forward headquarters (Abéché)	—	2	5	3	2	12	26	—	38
Field offices	—	—	4	10	—	14	75	3	92
Total approved posts 2008/09	—	3	12	13	4	32	118	3	153
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	1	5	—	3	9	18	—	27
Forward headquarters (Abéché)	—	4	4	3	3	14	30	—	44
Field offices	—	—	5	11	—	16	85	3	104
Total proposed posts 2009/10	—	5	14	14	6	39	133	3	175
Net change									
Mission headquarters (N'Djamena)	—	—	2	—	1	3	1	—	4
Forward headquarters (Abéché)	—	2	(1)	—	1	2	4	—	6
Field offices	—	—	1	1	—	2	10	—	12
Total net change	—	2	2	1	2	7	15	—	22

IV. Civilian staff	*International staff*						*National staff*[a]	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***			
Total (I-IV)									
Approved 2008/09									**503**
Proposed posts 2009/10									**5 700**
Net change									**5 197**

[a] Includes National Officers and national General Service staff.

International staff: increase by 7 posts

National staff: increase by 15 posts

Office of the Force Commander

International staff: increase by 4 posts

National staff: increase by 2 posts

47. Pursuant to Security Council resolution 1861 (2009), the Mission's military component of 5,200 troops would contribute to protecting civilians in danger, particularly refugees and displaced persons; facilitate the delivery of humanitarian aid and the free movement of humanitarian personnel by helping to improve security in the area of operations and contribute to protecting United Nations personnel, facilities, installations and equipment and to ensuring the security and freedom of movement of its staff and United Nations and associated personnel.

48. Accordingly, it is proposed to establish an office headed by a Force Commander at the D-2 level, who reporting directly to the Special Representative of the Secretary-General, would control and coordinate all the military activities in accordance with the mandate of the Mission. The Force Commander would be located at the forward headquarters in Abéché and maintain a rear headquarters in N'Djamena, where he would be assisted by two Administrative Assistants (one Field Service and one national General Service staff).

49. In the light of the strength of the force of 5,200 troops, it is proposed that a new post for a Deputy Force Commander (D-1) be established to support the Force Commander. The incumbent, based at the forward headquarters in Abéché, would assist in the coordination of military activities and support the Force Commander in the day-to-day management of the Office. He would be assisted by two Administrative Assistants (one Field Service and one national General Service staff).

Office of the Police Commissioner

International staff: no net change (increase by 1 post offset by decrease by 1 post)

50. Since the beginning of the crisis in Darfur, civilians in eastern Chad have been suffering multiple levels of violence both from within and outside the country. Widespread human rights violations have been committed by armed groups against civilians, including murder, rape and destruction of livelihoods. However, the

complexity and number of crimes committed on daily basis in eastern Chad and in the north-eastern Central African Republic against the civilian population resulting from an ongoing conflict have often been understated.

51. The United Nations Inter-Agency Justice and Prisons Planning Team that visited MINURCAT from 15 to 23 April 2008 recommended the Mission to engage the Chadian authorities to adopt an approach to track the cases of individuals that are detained by DIS to help to ensure that their rights are respected in accordance with international standards and that cases progress as required under Chadian law and local custom. Accordingly, it is proposed to strengthen the Office of the Police Commissioner through the establishment of an additional Information Management Officer (P-4) post. He/she would assist the Mission to create a database (Management Information System) for recording and monitoring crimes committed by armed groups and bandits against the population in eastern Chad and in the north-eastern Central African Republic, which would allow the judiciary and human rights staff to monitor the status of individuals arrested and detained and provide Mission-wide information technology support, in particular in all police stations and police posts, as well as the Joint Operations Centre. The programme would be installed at the 12 refugee camps and internally displaced persons sites.

52. Pursuant to the Mission's mandate in the Central African Republic to execute operations of a limited character in order to extract civilians and humanitarian workers in danger, it is proposed to abolish the Liaison Officer (P-4) post deployed in the liaison office in Bangui.

Political and Civil Affairs Section

International staff: increase by 2 posts

National staff: increase by 6 posts

53. In view of the deployment of DIS, United Nations police and military contingent personnel to Bahai and Guéréda, it is proposed to establish field offices in those two locations. Each office would be headed by a Political Affairs Officer (P-4), responsible for the coordination and day-to-day supervision of the work of the offices, ensuring the planning, coordination and integration of all activities with the United Nations police and military contingent as well as the United Nations country team present in the field.

54. In addition, it is proposed to strengthen the Political and Civil Affairs Section, through the establishment of six additional Language Assistants (national General Service staff) posts. The proposed Language Assistants staffing establishment, to be located in Abéché, Iriba, Farchana, Goz Beïda, Bahai and Guéréda, is intended to support the Political and Civil Affairs Officers at those locations in communicating effectively with the population of concern and local communities. It is essential that each language assistant not only speak the local languages (Massalit, Tama, Zaghawa or Dodjo) but also be fluent in French, Arabic and English.

55. Upon review of its functional responsibilities, it is proposed to redeploy the approved Political Affairs Officer (P-4) post currently reflected in the staffing establishment of the forward headquarters in Abéché to the Mission headquarters in N'Djamena to monitor, through regular contacts meetings with political party leaders, members of the Monitoring and follow-up Committee, the Sirte Agreement signed on 25 October 2007 in the Libyan Arab Jamahiriya between the Government

of Chad and the Chadian armed opposition groups, and the "13 August Accord" signed between the Government and the civilian opposition. The Political Affairs Officer would work directly under the supervision of the Special Representative of the Secretary-General, who is based in N'Djamena.

Humanitarian Liaison Unit

International staff: increase by 1 post

National staff: increase by 7 posts

56. Over 180,000 Chadians have been displaced since 2007, over 250,000 refugees have crossed the border from the Sudan to Chad, and 700,000 Chadians are currently surviving on humanitarian assistance owing to exhaustion of the local resources by the refugees and the internally displaced persons, while insecurity continues to prevail in eastern Chad.

57. The Humanitarian Liaison Unit serves as a channel for civil-military coordination activities between the Mission and the humanitarian community in eastern Chad. The Unit conveys to the military, United Nations police and security personnel engaged in the planning for or conduct of military, police and/or security operations, the humanitarian agenda and issues of concern in order to ensure continued humanitarian access to beneficiaries, and to ensure the flow of information to and from the humanitarian community.

58. The deployment of a military component of MINURCAT will bring additional challenges to the Humanitarian Liaison Unit, which will play a pivotal role to ensure the coordination of liaison activities between MINURCAT and humanitarian partners in progress, who are sensitive to their neutrality, impartiality, and independence. Additionally, the continuous rebel incursions into Chad, especially at the end of the rainy season, have resulted in no movement of internally displaced persons and the shrinking of humanitarian space.

59. In view of the need to expand its field presence to include all areas where the police and military personnel are to be deployed, it is proposed to strengthen the Unit by establishing one Humanitarian Affairs Officer (P-3) post to be deployed in the field office in Bahai. In addition, pursuant to the Mission's mandate in the Central African Republic to execute operations of a limited character in order to extract civilians and humanitarian workers in danger, it is proposed to redeploy the Humanitarian Affairs Officer (P-3) post currently reflected in the staffing establishment of the Mission in Birao to the field office in Guéréda. Furthermore, it is proposed to strengthen the Unit by establishing six Humanitarian Affairs Officer (National Officer) posts to play a key role in engaging partners and the Mission in finding strategies at the field level to enlarge the space and protect civilians in the forward headquarters in Abéché, and the field offices in Farchana, Iriba, Goz Beïda, Bahai and Guéréda (1 officer to each location), as well as one Administrative Assistant (national General Service staff) posts at the forward headquarters in Abéché to support the Humanitarian Officers who are in the field regularly.

Component 2: human rights and rule of law

60. The Mission's framework for component 2 reflects human rights monitoring, investigation, reporting, human rights capacity-building activities, as well as assistance in strengthening essential legislative, judicial and prison institutions. Of

particular importance is the identification of perpetrators of human rights, and the fight against impunity, including for violations and abuses related to gender-based violence and child protection. To that end, Human Rights Officers will be deployed at the Mission headquarters, forward headquarters and the field offices. Human Rights Officers will work in close, proactive collaboration with the military and police forces; Gender, Judicial and Prison Advisory Units; United Nations system agencies, funds and programmes; and other humanitarian actors on the ground, in order to identify potential threats to civilians. Human Rights Officers will report regularly on the human rights situation in the area of operation, and make specific recommendations for corrective action by relevant actors. The Judicial Advisory Unit will support DIS in the execution of its mandated tasks, and the efforts of the Government of Chad in strengthening of judicial capacities, harmonization of the traditional justice system with the formal justice system and coordination of international aid in the justice sector; and facilitating access to justice for all with a special focus on vulnerable groups. The Prison Advisory Unit will work closely with all stakeholders to support the strengthening of the prison system by offering advice and assisting the national prison authorities in improving prison conditions, reorganization of the prison administration, employing best prison management practices by co-locating seconded prison staff in some of the prisons to provide mentoring service, while assisting the capacity-building of staff through training programmes.

Expected accomplishments	*Indicators of achievement*
2.1 Progress towards the promotion and protection of human rights in Chad	2.1.1 Increase in the percentage of reported human rights violations/abuses cases that are investigated/prosecuted by the Chadian Authorities (2007/08: not available; 2008/09: less than 5 per cent; 2009/10: 60 per cent) 2.1.2 Increase in the percentage of reported cases of sexual and gender-based violence against women, children and other vulnerable groups in the 4 regions of eastern Chad investigated and documented by Chadian authorities (2007/08: not available; 2008/09: less than 10 per cent; 2009/10: 70 per cent)

Outputs

- Monthly visits to prison and detention facilities to monitor the condition and treatment of detainees
- 200 visits to refugee camps and internally displaced persons sites to assess human rights and gender concerns
- 12 human rights investigations throughout eastern Chad, focusing on the protection of women and children
- 5 special investigations missions for reporting on serious violations of human rights, with a view to advocating with the Government of Chad against impunity
- Monthly meetings with the Government of Chad to advise on the implementation of the action plan to prevent recruitment and use of children by armed groups and to punish perpetrators

- Publication, in collaboration with UNHCR, of 3 thematic reports to advocate with the Government of Chad against impunity
- Advice to officials of the Government of Chad, at the national or regional level, on human rights concerns in order to fight impunity, through monthly meetings
- 6 workshops for officials of the Government of Chad and civil society organizations on international human rights standards, including on ending the recruitment and use of children by national armed forces and rebel groups
- Advice to the Government of Chad through bimonthly meetings on international human rights treaty reporting obligations, in particular on the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women
- Implementation of 6 quick-impact projects on the promotion of human rights
- Regular trial monitoring at justices of peace, first instance tribunals and at the Court of Appeal of Abéché
- Advice to the United Nations country team on sexual and gender-based violence in eastern Chad, through monthly meetings
- In conjunction with the United Nations country team, and UNICEF in particular, monitoring and reporting on the child protection situation in eastern Chad, including the identification of child protection gaps and violations, and follow up with national and local authorities, including the parties to the conflict, to address child protection issues in accordance with Security Council resolution 1612 (2005) on children and armed conflict
- 4 training workshops in the field for DIS officers on human rights standards including sexual and gender-based violence, torture and child rights
- Advice to United Nations system agencies and NGOs on gender-based violence in camps for internally displaced persons and refugees, including collection of data on gender-based violence and other gender-related issues
- 4 training workshops for delegates of national human rights organizations operating in the east on international human rights standards, human rights monitoring and reporting mechanisms
- Technical advice to the Chadian Ministry of Human Rights to adopt and implement a national action plan for the protection and promotion of human rights, with emphasis on eastern Chad
- Public information campaign on promotion and protection of human rights, including: 30 minutes of radio programmes per month (in Arabic and French); 5 minutes of television/video broadcasts per month (in Arabic and French); 50,000 leaflets/pamphlets (in Arabic and French); 1,000 posters (in Arabic and French); theatre performances in all major towns in eastern Chad; and 30,000 T-shirts

Expected accomplishments	*Indicators of achievement*
2.2 Strengthened rule of law in eastern Chad	2.2.1 Increase in the tracking of the number of cases of individuals arrested/detained by DIS (2007/08: 0; 2008/09: 5; 2009/10: 10) 2.2.2 Increase in the number of criminal sessions held by the Court of Appeal of Abéché (2007/08: 0; 2008/09: 1; 2009/10: 2)

2.2.3 Increase in the total number of first instance tribunals open for hearings

(2007/08: 1; 2008/09: 2; 2009/10: 3)

2.2.4 Increase in the total number of justices of peace with appointed judges open for hearings

(2007/08: 1; 2008/09: 3; 2009/10: 10)

2.2.5 Increase in the total number of legal aid offices opened

(2007/08: 2; 2008/09: 4; 2009/10: 8)

2.2.6 Increase in the total number of prisons rehabilitated and secured

(2007/08: 0; 2008/09: 3; 2009/10: 4)

2.2.7 Increase in the total number of deployed trained prison officials

(2007/08: 0; 2008/09: 40; 2009/10: 300)

Outputs

- Advice to the Government of Chad for the implementation and the monitoring of the national strategic plan for strengthening and reforming the justice system in eastern Chad
- Implementation of a case-tracking mechanism to register and follow cases of individuals arrested/detained by DIS
- Advice to the Ministry of Justice on the coordination of international aid and donor community support to the justice sector through quarterly meetings of the National Rule of Law Coordination Mechanism
- Weekly site visits to assess the justice system and rule of law in eastern Chad and to advise the Chadian authorities on rule of law needs and recommendations
- Advice and secretariat support to the inter-agency rule of law coordination mechanism which includes all rule of law programmes in eastern Chad through monthly meetings on the coordination of activities
- Weekly meeting with the Ministry of Justice officials, court officials, traditional leaders, bar associations and civil society organizations, including women's NGOs, in N'Djamena and eastern Chad to advise on the strengthening of the delivery of justice in eastern Chad
- Advice to judicial authorities on court administration and the expansion of the mobile courts in eastern Chad
- Advice to the Bar Association and NGOs for the establishment and operation of 2 legal aid offices
- On-the-job specialized training for 40 judges, prosecutors and judicial police officers in eastern Chad on rule of law, juvenile justice, ethics and discipline and gender-based violence
- 1 workshop for traditional leaders and NGOs on strengthening formal justice system in eastern Chad

- 1 workshop for traditional leaders and Ministry of Justice officials on facilitating access to justice for vulnerable groups including women, children, internally displaced persons and refugees
- Implementation of 6 quick-impact projects to improve justice delivery
- Advice to Chadian authorities on the implementation of the prison development plan and the reform process through monthly meetings
- Advice to national prison authorities on the establishment and operations of a nationally led Prisons Development Committee
- Mentoring and advice to 20 Chadian prison staff in basic policies and procedures
- Organization of a train-the-trainers course for 20 prison officers in collaboration with all partners on prison administration
- Training programmes for 300 prison officers on basic prison duties
- Organization of 1 seminar with donors to discuss prison improvement plans and resource mobilization
- Training programmes for prison rapid-response teams in 2 prisons
- Monthly inspection visits in conjunction with national prison authorities to assess the general conditions
- Organization of 2 regional study tours for national prison authorities funded through donors
- Training programmes for prison staff and inmates in 3 prisons on sanitation, gender, HIV/AIDS, roles and responsibilities
- Implementation of inmates rehabilitation programmes in 3 prisons
- Implementation of 4 quick-impact projects to improve prison conditions
- Public information campaign to strengthen the rule of law, including: 30 minutes of radio programmes per month (in Arabic and French); and 1 theatre performance per month in all major towns in eastern Chad; 10,000 T-shirts; 5,000 posters (in Arabic and French)

External factors

Donors will provide necessary funding; external "over-the-horizon force" will provide the necessary security.

Table 3
Human resources: component 2, human rights and rule of law

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Judicial Advisory Unit									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	**1**	1	—	**2**
Forward headquarters (Abéché)	—	—	1	2	—	**3**	3	—	**6**
Field offices	—	—	—	4	—	**4**	3	—	**7**
Total approved posts 2008/09	**—**	**—**	**2**	**6**	**—**	**8**	**7**	**—**	**15**

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	2	—	3
Forward headquarters (Abéché)	—	—	1	2	—	3	3	—	6
Field offices	—	—	—	3	—	3	3	—	6
Total proposed posts 2009/10	—	—	2	5	—	7	8	—	15
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	1	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	(1)	—	(1)	—	—	(1)
Total net change	—	—	—	**(1)**	—	**(1)**		—	—
Prison Advisory Unit									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	1	2	—	3	1	—	4
Field offices	—	—	—	3	—	3	—	—	3
Total approved posts 2008/09	—	—	2	5	—	7	2	—	9
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	1	2	—	3	2	—	5
Field offices	—	—	—	3	—	3	—	—	3
Total proposed posts 2009/10	—	—	2	5	—	7	3	—	10
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	1	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	1	—	1
Gender Unit									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	1	—	2	2	—	4
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	—	—	2	1	—	3	3	—	6

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	1	—	2	2	—	4
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	—	—	2	1	—	3	3	—	6
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Human Rights Section									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	2	1	4	2	—	6
Forward headquarters (Abéché)	—	—	4	6	—	10	5	3	18
Field offices	—	—	—	7	—	7	3	6	16
Total approved posts 2008/09	—	—	5	15	1	21	10	9	40
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	2	1	4	2	—	6
Forward headquarters (Abéché)	—	—	5	7	—	12	6	3	21
Field offices	—	—	—	8	—	8	8	6	22
Total proposed posts 2009/10	—	—	6	17	1	24	16	9	49
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	1	1	—	2	1	—	3
Field offices	—	—	—	1	—	1	5	—	6
Total net change	—	—	1	2	—	3	6	—	9
Total									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	4	3	1	8	6	—	14
Forward headquarters (Abéché)	—	—	7	10	—	17	10	3	30
Field offices	—	—	—	14	—	14	6	6	26
Total approved posts 2008/09	—	—	11	27	1	39	22	9	70

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	4	3	1	**8**	7	—	**15**
Forward headquarters (Abéché)	—	—	8	11	—	**19**	12	3	**34**
Field offices	—	—	—	14	—	**14**	11	6	**31**
Total proposed posts 2009/10	**—**	**—**	**12**	**28**	**1**	**41**	**30**	**9**	**80**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	1	—	**1**
Forward headquarters (Abéché)	—	—	1	1	—	**2**	2	—	**4**
Field offices	—	—	—	—	—	—	5	—	**5**
Total net change	**—**	**—**	**1**	**1**	**—**	**2**	**8**	**—**	**10**

[a] Includes National Officers and national General Service staff.

International staff: increase by 2 posts

National staff: increase by 8 posts

Judicial Advisory Unit

International staff: decrease by 1 post

National staff: increase by 1 post

61. As several of the Unit's activities are taking place in N'Djamena, it is proposed that the Judicial Advisory Unit, with a currently authorized civilian staffing establishment of 15 personnel (1 P-5, 1 P-4, 6 P-3, 6 National Officers and 1 national General Service staff), be strengthened through the establishment of one additional Administrative Assistant (national General Service staff) post, to provide administrative and logistic support in N'Djamena to the 12 Judicial Affairs Officers (6 P-3 and 6 National Officers) deployed at the forward headquarters in Abéché and in field offices in Iriba, Farchana, and Goz Beïda, who either need to work on administrative, financial or logistic issues in N'Djamena or have to participate in the N'Djamena meetings with national or international partners and United Nations country team members. Without the support of an additional Administrative Assistant, the Judicial Affairs Officer (P-4) deployed at the Mission headquarters in N'Djamena frequently have to do administrative and logistic work on behalf of his/her colleagues in remote areas, going from one location to another in N'Djamena instead of being able to focus on his/her substantive duties.

62. Pursuant to the Mission's mandate in the Central African Republic to execute operations of a limited character in order to extract civilians and humanitarian workers in danger, it is proposed to abolish the Judicial Affairs Officer (P-3) post deployed at the Mission Liaison Office in Bangui.

Prison Advisory Unit

National staff: increase by 1 post

63. To increase the efficiency of the Unit, it is proposed to strengthen the currently authorized civilian staffing establishment of 9 Prison Affairs Officers (1 P-5, 1 P-4, 5 P-3, 2 National Officers), and 25 seconded Prison Affairs Officers (formerly Corrections Officers) through the establishment of one Administrative Assistant (national General Service staff) post to be based at the forward headquarters in Abéché. Currently, four of the seconded Prison Affairs Officers have been assigned part of this responsibility at the various locations, thus reducing their presence in prison facilities and hence slowing down the technical work that needs to be done by the Unit. In addition to the regular administrative tasks, the incumbent would also assist in the management of the prison database, one of the pivots of the Unit which will facilitate the tracking of cases related to DIS operation as well as follow up on the problem of the pretrial detention situation.

Human Rights Section

International staff: increase by 3 posts

National staff: increase by 6 posts

64. In Chad, children continue to suffer from abuses that are committed within the context of the armed conflict and grave violations of their rights continue to be perpetrated by all parties to the conflict. In his report on children and armed conflict in Chad (S/2008/532), the Secretary-General highlighted the utmost urgency requiring that the security in and around internally displaced persons and refugee camps be monitored and reinforced to prevent access to armed groups, and stressed the need for regional collaboration with all United Nations partners to address information exchange, cross-border issues on recruitment, abduction and reintegration, and encouraged MINURCAT and the respective United Nations entities to dedicate the necessary resources to address the matter.

65. Accordingly, in order to ensure proper monitoring, investigation and reporting on all issues related to child protection and child rights in eastern Chad within the framework of Security Council resolution 1612 (2005), it is proposed to establish a desk within the Human Rights Section, headed by a Child Protection Officer (P-4), supported by two Child Protection Officers (1 P-3 and 1 National Officer), to be based at the forward headquarters in Abéché.

66. In addition, it is proposed to strengthen the Human Rights Section, through the redeployment of the Human Rights Officer (P-3) post currently reflected in the staffing establishment of the Mission in Birao (Central African Republic), and the establishment of one additional Human Rights Officer (P-3) post to conduct human rights investigation and monitoring in Bahai and Guéréda. The establishment of these two proposed posts would allow the section to conduct a minimum of 30 field visits during the budget period to investigate and document reported incidents and cases of human rights violations and abuses in Bahai and Guéréda areas of responsibility and to also conduct at least 12 human rights investigations throughout eastern Chad, focusing on the protection of women and children.

67. Finally, it is also proposed to strengthen the currently approved staffing establishment comprising 3 Language Assistants (national General Service staff)

located at the Mission headquarters in N'Djamena (1) and at the forward headquarters in Abéché (2), through the establishment of 5 additional Language Assistant (national General Service staff) posts to be deployed to the five field offices in Farchana, Goz Beïda, Iriba, Guéréda and Bahai. The presence of these Language Assistants would largely ease communication between the victims, local administrative, security officials and Human Rights Officers. The incumbents would have the knowledge of either Massalit, Dajo, Tama, Zaghawa, Fur and Ouadaien (depending on the region of their posting) in addition to French and Arabic, and accompany Human Rights Officers on a daily basis to the field and interpret for them vis-à-vis victims and survivors of human rights violations as well as their relatives, witnesses, local sources of information, tribal leaders, prisoners, local authorities and other refugees and internally displaced persons. Without this support, the Mission will not be able to deliver its outputs in terms of human rights monitoring, investigation and reporting.

Component 3: support

68. During the budget period, the Mission's support component will provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate through the delivery of related outputs. Support will be provided to the authorized strength of 25 military liaison officers, 5,200 military contingent personnel and 300 United Nations police officers, as well as to the substantive civilian staffing establishment of 118 international and 184 national staff, 13 United Nations Volunteers and 25 Government-provided personnel. The range of support will comprise all support services, including the implementation of conduct and discipline and HIV/AIDS programmes, personnel administration, health care, maintenance and construction of office and accommodation facilities, information technology and communications, air operations, air and surface transport operations, supply and re-supply operations, as well as provision of security services Mission-wide. The Mission's area of operation is a very large, arid, exceedingly remote and landlocked area, posing extreme challenges to deployment of the Mission to 6 main locations and 12 police posts, which will need to be resupplied with essential goods and provided with essential services.

Expected accomplishments	*Indicators of achievement*
3.1 Effective and efficient administrative, logistical and security support to the Mission	3.1.1 Completion of all major construction projects related to military camps
	3.1.2 60 per cent of National staff incumbency rate
	2007/08: 24 per cent; 2008/09: 40 per cent; 2009/10: 60 per cent
	3.1.3 Full compliance with minimum operational security standards

Outputs

Service improvements

- Utilization of a satellite tracking system to improve efficiency and safety in tracking and flight following all United Nations flight operations
- Implementation of a water harvesting system to lessen water dependency on local commercial market (municipal water supply) and increase the water consumption rate from the present 45 to 60 litre per day per person
- Maintenance of the minimum operating security standards in all MINURCAT buildings, including installation of closed-circuit television systems and blast film on all external and internal windows
- Reinforcement of the recruitment team within the Mission staffing

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 25 military liaison officers, 300 United Nations police and 5,200 military personnel
- Administration of a total of 1,567 civilian staff, comprising 596 international staff, 770 national staff and 201 United Nations Volunteers
- Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring and disciplinary action and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Maintenance and repair of 19 office accommodations, 8 civilian and United Nations police living accommodation and 6 police stations in a total of 30 locations
- Supervision of all major construction projects related to the above premises
- Supervision of sanitation services, including cleaning, ground maintenance, laundry service, medical laundry, kitchen laundry, pest and vector control, medical waste disposal, fire prevention, plant and equipment maintenance and repair, building and facilities maintenance and repair, warehouse and supply management in 19 locations and garbage and refuse disposal, hazardous waste disposal in 30 locations
- Maintenance of 5 basic water treatment plants and 2 bottling plants
- Operation and maintenance of 480 United Nations-owned generators in 30 locations
- Supervision of renovation of existing airfields including upgrading of runways and construction of helipads in 5 locations

Ground transportation

- Operation and maintenance of 1,164 United Nations-owned vehicles, vehicle attachments and transport equipment, including 8 armoured vehicles, and 1,494 contingent-owned vehicles at 10 workshops in 10 locations
- Supply of 8,253,563 litres of petrol, oil and lubricants for grounds transportation
- Operation of a daily shuttle service 7 days a week for an average of 150 United Nations personnel per day from their accommodation to the Mission area and vice versa

- Operation of a daily dispatch service for provision of light vehicles, trucks and heavy equipment as well as transportation as per request from Chief Logistics and other sections and to meet the demands for incoming visitors
- Implementation of CarLog to monitor and track usage of vehicles, fuel usage and compliance with the transport standard operation procedures

Air transportation

- Operation and maintenance of 8 fixed-wing and 29 rotary-wing aircraft, including 18 military-type aircraft, in 8 locations
- Supply of 19,230,146 litres of petrol, oil and lubricants for air operations

Communications

- Support and maintenance of a satellite network consisting of 2 earth station hubs to provide voice, fax, video and data communications
- Support and maintenance of 26 very small aperture terminal (VSAT) systems, 37 telephone exchanges and 39 microwave links
- Support and maintenance of 702 high frequency, 3,928 very-high frequency (VHF) repeaters and transmitters
- Support and maintenance of 2 FM radio broadcast stations in 2 radio production facilities

Information technology

- Support and maintenance of 106 servers, 1,563 desktop computers, 477 laptop computers, 489 printers and 113 digital senders in 42 locations
- Support and maintenance of 35 local area networks (LAN) and wide area networks (WAN) for 2,165 users (596 international personnel, 770 national personnel, 201 United Nations Volunteers, 25 military observers, 300 United Nations police personnel, 140 military staff officers, 32 contractors, 25 Government-provided personnel and 76 troop-contributing country users) in 42 locations
- Support and maintenance of the wireless area network

Medical

- Maintenance and operation of 2 contingent-owned equipment facilities: (1 level-II troop-contributing country medical facility in Abéché and 1 level 1+ in Birao); 4 United Nations-owned facilities (level-I clinics in Iriba, Abéché, Farchana and Goz Beïda) and provision of forward medical service for Bahai and Guéréda for all Mission personnel
- Maintenance of Mission-wide land and medical air evacuation arrangements for all MINURCAT staff to level III-IV recognized regional medical facilities (Cameroon, Egypt, Nairobi, South Africa)
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Mission personnel
- HIV sensitization programme, including peer education, for all Mission personnel
- Voluntary confidential counselling and testing is implemented within the Mission
- Awareness/prevention programme for host population

Security

- Provision of security services 24 hours a day, 7 days a week, for all Mission area
- Close protection, 24 hours a day, to senior Mission staff and visiting high-level officials
- Mission-wide site security assessment, including residential surveys for 200 residences
- Conduct of a total of 12 information sessions on security awareness and contingency plans for all Mission staff
- 48 induction security training and 12 fire prevention training/drills for all new Mission staff

External factors

Movement of staff and deployment of operational resources will not be interrupted; vendors, contractors and suppliers will deliver goods, services and supplies, as contracted

Table 4
Human resources: component 3, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Director of Mission Support									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	1	2	3	4	10	4	1	15
Forward headquarters (Abéché)	—	—	—	2	—	2	1	—	3
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	—	**1**	**2**	**5**	**4**	**12**	**5**	**1**	**18**
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	1	2	4	4	11	5	4	20
Forward headquarters (Abéché)	—	—	—	2	—	2	1	—	3
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	—	**1**	**2**	**6**	**4**	**13**	**6**	**4**	**23**
Net change									
Mission headquarters (N'Djamena)	—	—	—	1	—	1	1	3	5
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	**1**	—	**1**	**1**	**3**	**5**
Conduct and Discipline Team									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	1	—	—	1	—	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	—	—	**2**	—	—	**2**	—	—	**2**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	1	—	—	1	—	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	—	—	2	—	—	2	—	—	2
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2008/09									
Mission headquarters (N'Djamena)	—	—	—	1	—	1	—	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	1	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total approved temporary positions[b] 2008/09	—	—	—	1	—	1	1	—	2
Proposed temporary positions[b] 2009/10									
Mission headquarters (N'Djamena)	—	—	—	1	—	1	—	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	1	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total proposed temporary positions[b] 2009/10	—	—	—	1	—	1	1	—	2
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved 2008/09									
Mission headquarters (N'Djamena)	—	—	1	1	—	2	—	—	2
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total approved 2008/09	—	—	2	1	—	3	1	—	4
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	1	1	—	2	—	—	2
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	—	—	2	1	—	3	1	—	4

Civilian staff	*International staff*						*National staff*[a]	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***			
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
HIV/AIDS Unit									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	1	1	—	**2**	2	1	**5**
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2008/09	—	—	**1**	**1**	—	**2**	**2**	**1**	**5**
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	1	1	—	**2**	3	2	**7**
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2009/10	—	—	**1**	**1**	—	**2**	**3**	**2**	**7**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	1	1	**2**
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	**1**	**1**	**2**
Administrative Services									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	2	4	11	**17**	8	2	**27**
Forward headquarters (Abéché)	—	—	5	11	18	**34**	13	7	**54**
Field offices	—	—	—	2	4	**6**	9	—	**15**
Total approved posts 2008/09	—	—	7	**17**	**33**	**57**	**30**	**9**	**96**
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	2	6	10	**18**	11	4	**33**
Forward headquarters (Abéché)	—	1	5	13	27	**46**	25	20	**91**
Field offices	—	—	3	1	10	**14**	14	2	**30**
Total proposed posts 2009/10	—	**1**	**10**	**20**	**47**	**78**	**50**	**26**	**154**
Net change									
Mission headquarters (N'Djamena)	—	—	—	2	(1)	**1**	3	2	**6**
Forward headquarters (Abéché)	—	1	—	2	9	**12**	12	13	**37**
Field offices	—	—	3	(1)	6	**8**	5	2	**15**
Total net change	—	**1**	**3**	**3**	**14**	**21**	**20**	**17**	**58**

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Integrated Support Services									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	7	32	**39**	56	22	**117**
Forward headquarters (Abéché)	—	—	11	18	98	**127**	118	45	**290**
Field offices	—	—	—	10	36	**46**	55	26	**127**
Total approved posts 2008/09	**—**	**—**	**11**	**35**	**166**	**212**	**229**	**93**	**534**
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	—	7	35	**42**	86	26	**154**
Forward headquarters (Abéché)	—	1	16	33	121	**171**	181	73	**425**
Field offices	—	—	—	10	43	**53**	114	57	**224**
Total proposed posts 2009/10	**—**	**1**	**16**	**50**	**199**	**266**	**381**	**156**	**803**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	3	**3**	30	4	**37**
Forward headquarters (Abéché)	—	1	5	15	23	**44**	63	28	**135**
Field offices	—	—	—	—	7	**7**	59	31	**97**
Total net change	**—**	**1**	**5**	**15**	**33**	**54**	**152**	**63**	**269**
Security Section									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	—	2	5	23	**30**	22	—	**52**
Forward headquarters (Abéché)	—	—	1	3	28	**32**	27	—	**59**
Field offices	—	—	—	3	51	**54**	96	—	**150**
Total approved posts 2008/09	**—**	**—**	**3**	**11**	**102**	**116**	**145**	**—**	**261**
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	—	2	5	23	**30**	22	—	**52**
Forward headquarters (Abéché)	—	—	1	3	28	**32**	27	—	**59**
Field offices	—	—	—	3	51	**54**	96	—	**150**
Total proposed posts 2009/10	**—**	**—**	**3**	**11**	**102**	**116**	**145**	**—**	**261**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Total									
Approved posts 2008/09									
Mission headquarters (N'Djamena)	—	1	7	19	70	**97**	90	25	**212**
Forward headquarters (Abéché)	—	—	19	35	144	**198**	161	53	**412**
Field offices	—	—	—	15	91	**106**	160	26	**292**
Total approved posts 2008/09	**—**	**1**	**26**	**69**	**305**	**401**	**411**	**104**	**916**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Proposed posts 2009/10									
Mission headquarters (N'Djamena)	—	1	7	22	72	**102**	124	34	**260**
Forward headquarters (Abéché)	—	2	24	52	176	**254**	237	95	**586**
Field offices	—	—	3	14	104	**121**	224	59	**404**
Total proposed posts 2009/10	**—**	**3**	**34**	**88**	**352**	**477**	**585**	**188**	**1 250**
Net change									
Mission headquarters (N'Djamena)	—	—	—	3	2	**5**	34	9	**48**
Forward headquarters (Abéché)	—	2	5	17	32	**56**	76	42	**174**
Field offices	—	—	3	(1)	13	**15**	64	33	**112**
Total net change	**—**	**2**	**8**	**19**	**47**	**76**	**174**	**84**	**334**
Approved temporary positions[b] 2008/09									
Mission headquarters (N'Djamena)	—	—	—	1	—	**1**	—	—	**1**
Forward headquarters (Abéché)	—	—	—	—	—	**—**	1	—	**1**
Field offices	—	—	—	—	—	**—**	—	—	**—**
Total approved temporary positions[b] 2008/09	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**2**
Proposed temporary positions[b] 2009/10									
Mission headquarters (N'Djamena)	—	—	—	1	—	**1**	—	—	**1**
Forward headquarters (Abéché)	—	—	—	—	—	**—**	1	—	**1**
Field offices	—	—	—	—	—	**—**	—	—	**—**
Total proposed temporary positions[b] 2009/10	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**2**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	**—**	—	—	**—**
Forward headquarters (Abéché)	—	—	—	—	—	**—**	—	—	**—**
Field offices	—	—	—	—	—	**—**	—	—	**—**
Total net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Subtotal									
Approved 2008/09									
Mission headquarters (N'Djamena)	—	1	7	20	70	**98**	90	25	**213**
Forward headquarters (Abéché)	—	—	19	35	144	**198**	162	53	**413**
Field offices	—	—	—	15	91	**106**	160	26	**292**
Total approved 2008/09	**—**	**1**	**26**	**70**	**305**	**402**	**412**	**104**	**918**
Proposed 2009/10									
Mission headquarters (N'Djamena)	—	1	7	23	72	**103**	124	34	**261**
Forward headquarters (Abéché)	—	2	24	52	176	**254**	238	95	**587**
Field offices	—	—	3	14	104	**121**	224	59	**404**
Total proposed posts 2009/10	**—**	**3**	**34**	**89**	**352**	**478**	**586**	**188**	**1 252**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Net change									
Mission headquarters (N'Djamena)	—	—	—	3	2	**5**	34	9	**48**
Forward headquarters (Abéché)	—	2	5	17	32	**56**	76	42	**174**
Field offices	—	—	3	(1)	13	**15**	64	33	**112**
Total net change	—	**2**	**8**	**19**	**47**	**76**	**174**	**84**	**334**

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

International staff: increase by 76 posts

National staff: increase by 174 posts

United Nations Volunteers: increase by 84 positions

69. As a result of the deployment of a military component of MINURCAT to follow up EUFOR in both Chad and the Central African Republic and in support of the implementation of the relevant provisions of Security Council resolution 1861 (2009), the scope, volume and complexity of support for the deployment of troops and the expanded range of activities of the Mission would necessitate a significant augmentation of the original support structure of the Mission. Changes in the structure and staffing requirements of the Division of Mission Support are in line with the logistical and support requirements of other peacekeeping operations with a comparable number of authorized military contingent personnel, and takes into account the complexity of the area of operations.

70. The proposed support component of MINURCAT would provide effective and efficient administrative, logistical, technical and security support to the Mission's military personnel, United Nations police and substantive staff in the implementation of the Mission's mandate. The proposed level of the staffing establishment is designed to provide the capacity within the Mission to ensure that the Special Representative of the Secretary-General, the military personnel, United Nations police and substantive staff have the means to carry out their assigned tasks and responsibilities, to be achieved through the effective and efficient personnel recruitment and administration; budgeting, internal controls and performance reporting; finance and accounting services; procurement and contracts management services; general services (property control, pouch and mail, and claims administration); safety management and accident prevention; health services, including emergency medical treatment, patient stabilization and evacuation, and stress counselling; logistics; communications and information technology services; civil engineering, including building management services and water and environment; geographical services; demining; supply services; and air and surface transportation. Accordingly, the support structure, to a large extent, reflects the upgrading of the post of the Chief of Mission Support (D-1) to Director of Mission Support (D-2) as well as the upgrading of the posts for Chiefs of Sections of the Administrative and Integrated Support Services, taking into account the expansion of the staffing of the sections and the notable increase in the level and scope of responsibilities arising from the deployment of the authorized military strength of the Mission.

Office of Director of Mission Support

International staff: increase by 1 post

National staff: increase by 1 post

United Nations Volunteers: increase by 3 positions

71. Upon review of the functional responsibilities related to the expansion of the sections and the notable increase in the level and scope of responsibilities arising from the deployment of the authorized military strength of the Mission, and taking into account the complexity of the area of operations, it is proposed that the approved Chief of Mission Support (D-1) post be upgraded to a Director of Mission Support (D-2) post.

72. The currently authorized staffing establishment of the immediate Office of the proposed Director of Mission Support includes an Administrative Officer (P-4) and two Administrative Assistants (Field Service and national General Service staff).

73. Upon review of the functional responsibilities required with the expansion of the Mission, it is proposed that the level of the Administrative Officer's post be upgraded from P-4 to P-5. The incumbent would provide advice to the proposed Director of Mission Support on critical matters related to administration. The incumbent would also be required to develop, in close coordination with the military personnel, all the related standard operating procedures. In addition, it is proposed to strengthen the currently approved staffing establishment of the immediate Office of the proposed Director of Mission Support through the establishment of a Reporting Officer (P-2) post, who working in close coordination with the proposed Director of Mission Support and Senior Administrative Officer would handle the delegated responsibilities on their behalf, and would be responsible to compile periodic monthly reports for the United Nations Headquarters as well as to prepare special reports that may be required by the Chief of Mission Support for better oversight and administration of the Mission; and the establishment of three additional Administrative Assistant (United Nations Volunteer) positions. The proposed Administrative Assistants, each responsible for a field office (Farchana, Goz Beïda and Iriba), would be responsible to liaise with the Administrative Officers (P-4), responsible for the coordination and day-to-day supervision of the work of the offices, on a daily basis and keep the Chief of Mission Support updated on all matters that relate to their respective regional office.

74. Reporting directly to the Director of Mission Support, the Budget Unit is responsible for the preparation of the Mission's budget and performance report and for the monitoring of the budget implementation. In order to support the increased activity and the volume owing to the change in the Mission's expansion, it is proposed to strengthen the currently authorized staffing establishment of four personnel (1 P-4, 1 P-3, 1 Field Service and 1 national General Service staff), through the establishment of an additional Budget Assistant (national General Service staff) post. The incumbent would assist in updating the expenditure report on travel and training on a daily basis, be responsible for maintaining records for all quick-impact projects, and also assist in all administrative matters related to leave, attendance for the Budget Unit.

HIV/AIDS Unit

National staff: increase by 1 post

United Nations Volunteers: increase by 1 position

75. The HIV/AIDS Unit is responsible for the design and implementation of a comprehensive HIV/AIDS awareness and prevention programme for all categories of peacekeeping personnel in the Mission, the provision of voluntary confidential counselling and testing and the incorporation of HIV/AIDS awareness and prevention issues in the training curriculum for DIS. In view of the deployment of the military component, it is proposed to strengthen the approved staffing establishment of four HIV/AIDS Officers (1 P-4, 1 P-3, 1 National Officer and 1 United Nations Volunteer) and an Administrative Assistant (national General Service staff), through the establishment of two Trainer/Counsellor (1 National Officer and 1 United Nations Volunteer) posts to handle counselling issues for all the MINURCAT military, police and civilian personnel, as well as to provide counselling to displaced population, refugees and local population. Owing to the movement restriction in refugee camps for national staff, it is important for both incumbents to conduct training in refugees camps, while maintaining confidential information on HIV voluntary and testing activities.

Administrative Services

International staff: increase by 21 posts

National staff: increase by 20 posts

United Nations Volunteers: increase by 17 positions

76. The Administrative Services is responsible for planning, coordinating and providing administrative services in support of the substantive civilian, military and United Nations police personnel of the Mission, comprising financial services, human resources administration and management, the acquisition of goods and services for the Mission, contracts management and general services.

77. An increase of 58 posts and positions in Administrative Services is attributable to the establishment of 41 posts (1 D-1, 2 P-5, 1 P-4, 3 P-3, 14 Field Service and 20 national General Service staff) and 17 positions (United Nations Volunteers) in the Office of the Chief of Administrative Services, Administration of Field Offices, Finance, Human Resources, Procurement and Contracts Management Sections, the Integrated Mission Training Centre and the Claims and Local Property Survey Board Unit, as well as the proposed Archives and Record Management Unit and the United Nations Volunteers Support Unit as detailed in paragraphs 78 to 87 below.

78. Upon review of the functional responsibilities related to the expansion of Mission, it is proposed that the level of the Chief Administrative Services' post be upgraded from P-5 to D-1. The incumbent would be involved in the significant managerial and financial responsibilities in order to ensure smooth functioning, monitoring and coordination between the various expanded components of the Mission, and in particular ensure the continuity of substantial support no longer to be provided by EUFOR. In addition, it is proposed to redeploy the approved two Administrative Assistants (national General Service staff and United Nations Volunteer) responsible for the management and administration of the Mission's United Nations Volunteer establishment in the immediate Office of the Chief of

Administrative Services to the United Nations Support Unit as detailed in paragraph 86 below.

79. The Finance Section is responsible for establishing and maintaining financial controls, administering Mission accounts, the disbursement of funds in settlement of vendors' and suppliers' invoices and staff travel claims, the national General Service staff payroll, the payment of the Mission subsistence allowance and other entitlements to the Mission's international staff, military personnel and United Nations police personnel, and the administration of the Mission's bank accounts. The expansion of the Mission and staffing establishment, as well as the supply services and goods (fuel, rations and cooked meals and engineering works), previously by EUFOR under the Technical Arrangement, by many vendors will place an additional burden upon the Finance Section. Upon review of its functional responsibilities, it is proposed that the level of the Chief Finance Officer's post be upgraded from P-4 to P-5, owing to the marked increase in his/her workload and widened sphere of responsibility. In addition, it is proposed to strengthen the current approved staffing establishment of 15 personnel (2 P-3, 1 P-2, 7 Field Service, 4 national General Service staff and 1 United Nations Volunteer) of the Mission forward headquarters in Abéché, through the establishment of 8 additional Finance Assistants posts (3 Field Service, 3 national General Service staff and 2 United Nations Volunteers). The Finance Section would provide the accounting and payroll function for the whole Mission; the majority of the payments function; and a Cashier in eastern Chad, as well as overall control and supervision. The proposed additional staff would enable all units to be increased in strength to continue providing quality service to the Mission's personnel deployed throughout eastern Chad; Accounts Unit by 2 posts (1 Field Service and 1 United Nations Volunteer); Payroll Unit by 2 posts (1 Field Service and 1 national General Service staff); Payments Unit by 3 posts (1 Field Service, 1 national General Service staff and 1 United Nations Volunteer) and Cashier by 1 post (1 national General Service staff). At the Mission headquarters in N'Djamena, it is proposed to strengthen the currently authorized staffing establishment, composed of two Cashiers (Field Service and national General Service staff), through the establishment of 4 additional posts (1 P-3, 2 national General Service staff and 1 United Nations Volunteer) to enable the Section to provide a comprehensive financial service. As a main transit hub for personnel arriving and departing the Mission, the financial services, provided at the Mission headquarters in N'Djamena, would include normal cashier functions, approving officer functions, servicing petty cash and imprest accounts, advice to all personnel on financial matters, including the audit of claims, completing the financial checkout procedure and an integral part in induction training for those newly arrived in the Mission.

80. The Human Resources Section provides integrated and strategic human resources management services to the Mission, including recruitment, administration of entitlements of all categories of personnel and advice to staff on entitlements, monitoring of time and attendance of all categories of personnel, administration of travel and visa requirements. Upon review of the functional responsibilities, it is proposed that the level of the Chief Human Resources Officer post be upgraded from P-4 to P-5. The incumbent would be supported by a Human Resources Officer (Field Service) currently reflected in the staffing establishment of the Mission headquarters in N'Djamena to be redeployed to the forward headquarters in Abeché. Upon review of the functional responsibilities of one

Administrative Assistant (Field Service) currently reflected in the staffing establishment of the forward headquarters in Abéché, it is proposed to abolish the post and establish an Administrative Assistant (national General Service staff) to provide administrative support to the Chief of the Human Resources Section. In addition, it is also proposed to strengthen the currently authorized staffing establishment of 14 personnel (1 P-3 and 6 Field Service, 4 national General Service staff and 3 United Nations Volunteers), located at the Mission's forward headquarters in Abéché, through the establishment of 7 additional posts (1 P-4, 1 Field Service, 1 national General Service staff and 4 United Nations Volunteers) and the redeployment of 3 posts currently reflected in the staffing establishment of the Mission's headquarters in N'Djamena (1 Field Service, 1 national General Service staff and 1 United Nations Volunteer), to support the proposed establishment of 4 units: a Recruitment Unit, a National Staff Unit, a Civilian Time and Attendance Unit, as well as a Time and Attendance Unit for Military Observers and United Nations police. In addition, to provide administrative support in the areas of human resources to personnel deployed in the field, it is proposed that the Section deploy three teams deployed to the field offices in Iriba, Farchana and Goz Beïda, which would consist each of two Human Resources Assistants (1 Field Service and 1 national General Service staff).

81. The Integrated Mission Training Centre designs, develops, implements, monitors and evaluates training initiatives and activities for all Mission personnel, as well as enhances career development and capacity-building of national staff. It is proposed to strengthen the currently authorized staffing establishment of 4 personnel (1 P-4, 1 P-3, 1 national General Service staff and 1 United Nations Volunteer), through the establishment of one Training Officer (United Nations Volunteer) position and one Administrative Assistant (national General Service staff) post. The Training Officer (United Nations Volunteer) would primarily focus at the implementation of the prevention of sexual exploitation and abuse training to Mission personnel, assess the training and learning needs of staff and upgrade relevant training materials for courses/workshops, support information technology training, and would also assist in maintaining training database management. The Administrative Assistant (national General Service staff) would handle the day-to-day administrative and logistic support to the unit and keep track on filing. With the creation of the two proposed additional posts, the Centre would be able to double the number of training courses in the 2009/10 period.

82. The Procurement Section is responsible for the planning and development of all procurement and contractual aspects of projects related to the acquisition of diverse commodities and services, as well as the development of a comprehensive regional vendor roster; manages systems contracts at the Mission level; and ensures that initial negotiations for the lease of buildings, warehouses and fuel supply are carried out in accordance with the United Nations procurement rules and regulations and that approval from United Nations Headquarters is sought in a timely manner, as required. Upon review of the functional responsibilities related to the expansion of the Mission, the higher level of responsibility and accountability, the increased involvement in negotiations of major contracts and interaction with local market players, it is proposed that the level of the Chief Procurement Officer's post be upgraded from P-4 to P-5. In view of the higher volume of procurement activities for the acquisition of materials for engineering, communications and information technology, transport, supply and related services, it is proposed to strengthen the

currently authorized staffing establishment of 12 personnel (3 P-3 and 6 Field Service, and 3 national General Service staff), through the establishment of an additional Procurement Officer (P-3) post. The proposed post would enable the Section to establish two purchasing units each covering (a) procurement of engineering, transport, movement control and training supplies and (b) communications and information technology, supply, medical and aviation supplies, a Support Services Unit, and a Contracting Services Unit, each to be headed by a Procurement Officer (P-3). In addition, it is proposed to establish an additional Procurement Assistant (Field Service) post to support the unit handling communications and information technology, supply, medical and aviation supplies, owing to the volume of requisitions handled, the significant amount of time spent in the arrangement of freight forwarding services and the undeveloped nature of the market in N'Djamena, which require buyers to move physically and visit the sites of the vendors so as to be sure of their physical existence and to explain on the United Nations bidding procedures. To provide procurement support from the local market in Abéché, which could be exploited for urgent and immediate requirements, it is proposed to establish 4 Procurement Assistants (2 Field Service and 2 national General Service staff) posts to be deployed to the forward headquarters in Abéché, but which would also be responsible for the requirements in Farchana, Goz Beïda, and Iriba.

83. The Contracts Management Section is responsible for managing all contracts in the Mission area, including the development and establishment of appropriate contract monitoring systems and monitoring contract implementation. Considering the huge volume of contracts/contractors that the Section will be managing and supervising apart from the two current major contracts for construction works and for camp maintenance and services, it is proposed to strengthen the currently authorized staffing establishment of 9 personnel (1 P-4, 3 P-3, 3 Field Service, 1 national General Service staff and 1 United Nations Volunteer) through the establishment of 2 Contracts Management Officer (P-3) posts and 3 Contracts Management Assistant (United Nations Volunteer) positions. The proposed 5 additional posts would enable the Section to establish two additional Units (Quality Assurance Surveillance Plan Unit and Contract Management Legal Unit), in addition to the currently existing three units (Invoice Processing and Services Contracts Unit, Contract and Performance Unit and Contract Administration Unit).

84. The Claims and Local Property Survey Board Unit is responsible for reviewing and processing claims brought forward against the Mission and claims for loss or damage to personal effects of Mission personnel. To facilitate the speedy process and settlement of cases, including third-party claims, which are expected to increase with the deployment of the military personnel, it is proposed to strengthen the currently authorized staffing establishment of 5 personnel (1 P-3, 1 P-2, 1 Field Service, 1 national General Service staff and 1 United Nations Volunteer), through the establishment of two additional Claims Assistant (1 Field Service and 1 national General Service staff) posts.

85. In the light of the need to record and archive information within the Mission, it is proposed to establish an Archives and Record Management Unit, reporting directly to the Chief Administrative Services and located in Abéché, which would be staffed by three Information Management Officers (1 Field Service and 2 United Nations Volunteers) and three Information Management Assistants (national General Service staff). The incumbents would be responsible for filing and archiving/e-archiving the

Mission-wide correspondence; coordination and classification of all information; update and maintenance of a stored records database; enforcement of the Disaster Recovery Plan; training of the MINURCAT focal points in the Uniform Classification System and the issuance of the relevant instructions.

86. With the increase of the Mission's establishment of United Nations Volunteers, it is proposed to provide MINURCAT with a dedicated capacity. The proposed United Nations Volunteers Support Unit would be responsible for the management, planning, recruitment, orientation and briefing, performance management and administration of the United Nations Volunteers deployed to the Mission. The Unit would also provide additional personnel support in terms of finance and accommodation, as well as promote the cause of volunteerism both within the Mission as well as vis-à-vis the local population through the organization of volunteer projects and public information activities. At the Mission's forward headquarters in Abéché, the Unit would be accommodated through the establishment of 2 United Nations Volunteers Support Officer (United Nations Volunteers) posts and 1 United Nations Volunteers Support Assistant (national General Service staff) post. At the Mission headquarters in N'Djamena, the staffing requirements of the Unit would be accommodated through the redeployment of the approved two Administrative Assistant (national General Service staff and United Nations Volunteer) posts from the immediate Office of the Chief of Administrative Services.

87. To provide a wide range of administrative support in the areas of finance, personnel and general administration to personnel deployed in the field, Administrative Services currently deploy to each of the Field Offices in Iriba, Farchana and Goz Beïda three teams, each comprising an Administrative Officer (P-3) supported by two Administrative Assistants (Field Service and national General Service staff) and two Language Assistants (national General Service staff). In the light of the revised volume and nature of work related to the deployment of the Military contingent in eastern Chad and the northern Central African Republic, it is proposed that the level of the Administrative Officers' posts currently reflected the staffing establishment of the field offices in Farchana and Goz Beïda be upgraded from P-3 to P-4, and to establish an additional Administrative Officer (P-4) post in Iriba. The Administrative Officers (P-4) would be required to create a higher level of coordination and supervision setup in their respective locations. The Administrative Officers would work in daily coordination with the Administrative Assistants in the office of the proposed Director of Mission Support and provide feedback on the issues that need the support and coordination from the proposed Director of Mission Support. The Administrative Officers would represent the proposed Director of Mission Support in their respective locations and they would take decisions in relation to all the activities there. In addition, it is proposed to establish four additional Administrative Assistants (2 national General Service staff and 2 United Nations Volunteers) posts to support the Administrative Officers in the field offices in Iriba and Goz Beïda (2 in each location) and provide the capacity to cope up with the increased administrative requirements at the sector offices. Finally, it is proposed to establish one additional Administrative Officer (P-3) to be deployed to Birao, as well as three additional Administrative Officer (Field Service) posts to be deployed to each of the Field Offices in Guéréda, Koukou and Bahai, to ensure that all administrative procedures are established and followed in these area offices, and execute the Mission's policies and instructions of the proposed Director of Mission Support at the area offices.

Integrated Support Services

International staff: increase by 54 posts

National staff: increase by 152 posts

United Nations Volunteers: increase by 63 positions

88. The Integrated Support Services are responsible for the planning, coordination and delivery of the technical and logistical support to the Mission, including civilian-military joint logistics support, medical services, the implementation of engineering projects and maintenance of buildings, air and transport operations, communications and information technology services and the provision of general supplies and the movement of equipment, goods and supplies throughout the Mission's area of operation.

89. An increase of 269 posts and positions in the Integrated Support Services is attributable to the establishment of 206 posts (1 D-1, 5 P-5, 14 P-3, 1 P-2, 33 Field Service, 2 National Officers, and 150 national General Service staff) and 63 positions (United Nations Volunteers) in the Office of the Chief, the Geographic Information, Supply, Property Management, Transport, Movement Control, Communications and Information Technology, Engineering and Aviation Sections, as well as the Joint Logistics Operations Centre as detailed in paragraphs 90 to 99 below.

90. Upon review of the functional responsibilities related to challenges and complexity in the planning, coordination and supervision of the logistics and technical support operations, it is proposed that the level of the Chief of Integrated Support Services' post be upgraded from P-5 to D-1. The incumbent would be monitoring and coordinating all multifunctional logistic requirements with United Nations Headquarters and the provision of support, ranging from accommodations to rations and water, and deploying the Mission's personnel to the harsh environment of the area of operation. It is also proposed to strengthen the currently authorized staffing establishment of the immediate office of the Chief of Integrated Support Services, which includes an Administrative Officer (P-3) and two Administrative Assistants (Field Service and 1 national General Service staff), through the establishment of two additional Administrative Assistant (1 United Nations Volunteer, 1 national General Service staff) posts to coordinate with all support sections and outsider actors to ensure timely support to all the components of the Mission.

91. The French Military Mapping Agency, Bureau géographique interarmées, deployed a team of 32 geospatial officers and a field data-collection platoon to provide geospatial services to EUFOR and collaborate with MINURCAT in Chad and the Central African Republic. In view of the transfer of authority between EUFOR and the military component of MINURCAT on 15 March 2009, it is proposed to strengthen the currently authorized staffing establishment of the Geographic Information Services Section comprising 8 personnel (1 P-4, 1 P-3, 1 P-2, 2 Field Service, 1 national General Service staff and 2 United Nations Volunteers), with the establishment of 5 additional posts (1 P-3, 2 Field Service and 2 United Nations Volunteers), to guarantee uninterrupted service and to ensure that the military contingent personnel, the United Nations police, administrative sections, and substantive staff will be adequately supported. The incumbents would oversee and participate in the development and implementation of an enterprise

decision-support system for supporting tactical and logistical civilian and military operations, customize geospatial applications and prototype an integrated decision support system, as well as extract spatial features from satellite imagery and compile scale maps deemed necessary for sustaining MINURCAT operations. They would also participate in the labour-intensive and time-consuming field data collection and assist in spatial analysis and modelling.

92. The Joint Logistics Operation Centre is responsible, through integrated police-military-civilian structures, for the planning and provision of support to the deployment of military, United Nations police and civilian personnel throughout the Mission area, and serves as a focal point for coordination of logistics operations. It is proposed to strengthen the currently authorized staffing establishment of 9 personnel (1 P-4, 1 P-3, 2 Field Service, 3 national General Service staff and 2 United Nations Volunteers) through the establishment of: (a) a Senior Logistics Officer (P-5) post, as the principal adviser to the Chief of Integrated Support Services for all logistics operations, who would play a major role of overall coordination with other Mission components in assessing their requirements and needs, then planning and organizing effective delivery of the support, and would be tasked to draft Mission support plans, establish processes and get logistical operations up and running; (b) two additional Logistics Officer (P-3) posts to conduct planning and coordination of logistics operations in liaison with Integrated Support Services, and to perform reconnaissance visits and manage, along with the approved Logistics Officer (P-3) one of the 3 units (Logistics Plan Unit, Operations Plans Unit, Reporting Unit); (c) and three Logistics Assistant (2 Field Service and 1 national General Service staff) posts to advise on all matters related to contingent-owned equipment, maintain situational awareness of all Mission components logistical support, and review logistics reports and summaries.

93. The Supply Section is responsible for the supply chain management; administration of complex service contracts for the provision of fuel, cleaning services, photocopier, janitorial and other services consolidation and placing of orders, requisitioning, reconciliation of invoices, planning of requirements and daily administration of the contracts; and warehousing management, coordination and distribution of supplies throughout the Mission area. Upon review of the functional responsibilities, it is proposed that the level of the Chief Supply Officer's post be upgraded from P-4 to P-5. It is proposed to strengthen the currently approved establishment of 28 personnel (1 P-3, 8 Field Service, 13 national General Service staff and 6 United Nations Volunteers), through the establishment of 42 additional posts (7 Field Service, 30 national General Service staff and 5 United Nations Volunteers). The proposed additional posts and positions would enable the Mission to establish a Rations Unit in addition to the present 2 units of General Supply and Fuel. Accordingly, at the forward headquarters in Abéché, the Section would deploy 2 additional Fuel Assistants (Field Service, national General Service staff), 10 additional Supply Assistants (1 Field Service, 8 national General Service staff, 1 United Nations Volunteer), 1 additional Ration Officer (Field Service), 5 additional Rations Assistants (2 Field Service, 3 national General Service staff). At the Mission headquarters in N'Djamena, the Section would deploy 2 additional Fuel Assistants (Field Service, national General Service staff) and 12 additional Supply Assistants (1 Field Service, 10 national General Service staff, 1 United Nations Volunteer). In the field offices, the Section would deploy an additional Fuel Assistant (United Nations Volunteer) to coordinate with fuel contractors and ensure

a steady and reliable fuel supply to all MINURCAT dependencies in the Farchana/Goz Beïda region, 4 additional Fuel Assistants (national General Service staff) in Farchana, Goz Beïda, Iriba and Birao, 3 additional Supply Assistants (national General Service staff) in Farchana, Goz Beïda and Iriba, and 2 additional Rations Assistants (United Nations Volunteer) in Farchana and Goz Beïda.

94. The Property Management Section is responsible for the monitoring, reporting and verification of all the Mission assets, the disposal of all assets within the limits of the delegation of authority granted to the Mission, as well as the receiving and inspection functions. It is proposed to strengthen the currently authorized staffing establishment of the Section, comprising at the Mission's forward headquarters in Abéché, 24 personnel (1 P-4, 11 Field Service, 11 national General Service staff and 1 United Nations Volunteer), through the establishment of two additional Property Control and Inspection Assistants (Field Service) posts, who would cover the units responsibilities in field offices of Iriba, Guéréda, Bahai, Farchana, Goz Beïda and Birao, and carry out 100 per cent physical verification of assets. It is also proposed to create a Contingent-Owned Equipment Unit, to be accommodated with the establishment of an additional Contingent-Owned Equipment Officer (P-3) post, an additional Associate Contingent-Owned Equipment Officer (P-2) post, nine additional Contingent-Owned Equipment Assistant (2 Field Service, 3 national General Service staff and 4 United Nations Volunteers) posts to carry out the property management responsibilities in respect of contingent-owned equipment. In addition, it is proposed that the Section would deploy at the Mission headquarters in N'Djamena (a) three additional Property Control and Inspection Assistants (1 Field Service, 1 national General Service staff and 1 United Nations Volunteer), responsible for the physical verification to the United Nations assets disseminated upon their arrival and to track these assets in the system, inspect and track United Nations equipments as well as the equipment used by DIS; (b) one additional Receiving and Inspection Assistant (national General Service staff) to control the receiving operation and to coordinate with the offices which would be established in N'Djamena; (c) two Property Disposal Assistants (1 national General Service staff and 1 United Nations Volunteer) to support the disposal activities.

95. Owing to the intensive activities of the World Food Programme (WFP), UNHCR and other United Nations system agencies operating in Chad, commercial capacity has become extremely scarce and resulted in exorbitant freight charges. As a result, it is proposed to establish a Heavy Transport Unit within the Transport Section to meet the additional and most urgent requirement to support the Mission's operations. The establishment of a Heavy Transport Unit would supplement the Mission's requirement for transportation of cargo from the headquarters, carry cargo to all Mission sectors and outposts and ensure timely delivery and prevention of a major financial impact to the Mission on cargo costs. The Unit would accommodate through the establishment of 48 additional posts (2 Field Service, 27 national General Service staff and 9 United Nations Volunteers). In addition, it is proposed to strengthen the approved staffing establishment of the drivers' pool to support substantive and support offices in eastern Chad, through the establishment of 15 additional drivers (national General Service staff). The proposed additional 15 posts would be deployed to the field offices in Iriba (2), Farchana (3), Goz Beïda (3), Birao (2), Guéréda (2), Koukou (1) and Bahai (2). With the proposed additional posts, the Section would deploy, a total of nine drivers in the field office of Iriba, a total of seven drivers in the field offices of Farchana and Goz Beïda, a total of two

drivers in Guéréda, Bahai, and Birao, and one driver in Koukou, in line with the anticipated level of activities.

96. The Movement Control Section is responsible for the planning and execution of all movements of personnel utilizing United Nations assets within the Mission area, for the movement of cargo by road, air and sea into and out of the Mission area as well as within it, for the temporary storage of transit cargo and for customs clearance of the United Nations-owned equipment and personal effects of United Nations personnel. Based on current assumptions, MINURCAT will operate in Chad and the Central African Republic with additional movements taking place in Cameroon and Uganda. In addition, the Mission will also have to establish a strong movement link with the Sudan (UNMIS, UNAMID) and the United Nations Logistics Base at Brindisi, Italy, as well as regional inter-Mission movement support with the United Nations Organization Mission in the Democratic Republic of the Congo and other missions. The Movement Control Section will be a multimodal section tasking some 37 air assets operating in at least 5 different countries, various surface assets (United Nations-owned/contingent-owned equipment/contractors) operating in at least three different countries with additional strategic air/sea movements from the United Nations Logistics Base and troop-contributing countries. Upon review of the functional responsibilities, given the complexity of the operation, the size of the movement theatre, the multifaceted, multimodal and complex movement scenario in support of the military contingent, United Nations police, DIS and civilian support personnel with increased financial responsibilities, it is proposed that the level of the Chief Movement Control Officer's post be upgraded from P-4 to P-5. It is also proposed to establish a Deputy Chief Movement Control Officer (P-4) post, to assist the Chief Movement Control Officer (P-5) in his interaction with their civilian and military counterparts at an equal level of experience and expertise, and to travel frequently within the theatre of operation. It is also proposed to create a Joint Movement Control Centre at the Mission's forward headquarters in Abéché to interface with military counterparts' planning and coordination of the deployment and rotation of troops and play the lead role in allocating transport assets such as aircraft and surface transport, to be staffed with an additional Movements Control Officer (P-3) and an additional Movements Control Assistant (Field Service). In addition, to address the surge requirements, it is proposed to strengthen the currently authorized four Movement Control Assistants (1 Field Service, 2 national General Service staff and 1 United Nations Volunteer) at the Mission headquarters in N'Djamena, a strategic transit hub for all United Nations-owned equipment/contingent-owned equipment shipments and the launch pad for a number of air assets, through the establishment of 15 additional posts (1 P-3, 3 Field Service, 2 National Officers, 7 national General Service staff and 2 United Nations Volunteers) to conduct liaison with various Government bureaus, such as customs, immigration, civil aviation and others in support of strategic/tactical movements and support with troop deployment and rotation. It is also proposed to strengthen the currently authorized 16 Movement Control Assistants (5 Field Service, 8 national General Service staff and 3 United Nations Volunteers) in the field offices in Iriba, Farchana and Goz Beïda with the establishment of 12 additional posts (3 Field Service, 3 national General Service staff and 6 United Nations Volunteers) and the redeployment of 4 Movement Control Assistants (national General Service staff) posts currently reflected in the staffing establishment of the Mission's forward headquarters in Abéché. The proposed additional posts would allow the Section to deploy four additional teams

of two Movement Control Assistants each (1 national General Service staff and 1 United Nations Volunteer) in the field offices in Iriba, Farchana, Goz Beïda, and Guéréda, as well as deploy two additional teams of three Movement Control Assistants each (1 Field Service, 1 national General Service staff and 1 United Nations Volunteer) in Birao (Central African Republic) and Douala (Cameroon), and an additional team of two Movement Control Assistants (1 Field Service and 1 national General Service staff) in Entebbe (Uganda).

97. The Communications and Information Technology Section is responsible for the installation, operation and maintenance of the communications infrastructure and systems throughout the Mission area. Upon review of the functional responsibilities, it is proposed that the level of the Chief Communications and Information Technology Officer's post be upgraded from P-4 to P-5. It is also proposed to strengthen the currently authorized total of 82 personnel (3 P-3, 32 Field Service, 27 national General Service staff and 19 United Nations Volunteers) deployed to the Mission headquarters in N'Djamena and the forward headquarters in Abéché, through the establishment of 16 additional posts (3 Field Service, 12 national General Service staff and 1 United Nations Volunteer) to oversee the administration and management of Communications and Information Technology assets and their timely and efficient delivery to the Mission's personnel. Upon review of the functional responsibilities, it is proposed to abolish the approved Information Technology Assistant (Field Service) post and establish an Information Technology Assistant (national General Service staff) post. In each of the Iriba, Farchana and Goz Beïda field offices, communications and information technology services are being provided by three Telecommunications Technicians (2 Field Service and 1 national General Service staff) and three Information Technology Assistants (2 Field Service and 1 national General Service staff). It is proposed to strengthen the team through the establishment of 15 additional posts (5 Field Service, 3 national General Service staff and 7 United Nations Volunteer) to allow the Section to deploy three teams each of two Telecommunications Technicians (1 Field Service, 1 national General Service staff) supported by two Information Technology Assistants (United Nations Volunteers) in the field offices in Guéréda, Koukou and Bahai; a team of one Information Technology Assistants (1 Field Service) and one Telecommunications Technician (United Nations Volunteer) in Birao as well as an Information Technology Assistant (Field Service) in Entebbe to support the disaster recovery and business continuity plan of the Mission.

98. The Engineering Section manages and coordinates a broad range of engineering projects in the Mission area, is responsible for the financial and technical planning, design and implementation of new construction projects and repair and maintenance activities implemented either by the Mission staff or by contractors. The Section monitors, inspects and scrutinizes all construction projects/operations regarding electrical, generator, heating, ventilating, and air conditioning, provision of utilities (water and electricity) compatibility. With water being one main issue of concern in the Mission, the Section will ensure the potability of water through sampling, treatments and purification, and plan and execute systems for continuous supply of water and sewage networks. Upon review of the functional responsibilities related to the expansion of the Mission and the increased number of facilities and infrastructure to be supported throughout the area of operations, it is proposed that the level of the Chief Engineering Officer's post be upgraded from P-4 to P-5. The incumbent would be responsible for project planning

and preparation of design pertaining to all engineering projects of the Mission, including the development of design and executing plans for the additional facilities and infrastructure to be created for the deployment of 5,200 troops. To provide the Section with the capacity to provide technical support to the United Nations military, police and civilian components, and supervise the related projects during the development of United Nations Camps in eastern Chad and the north-eastern Central African Republic in various locations scattered along the border line, it is proposed to strengthen the currently approved staffing establishment at the Mission headquarters in N'Djamena and at the forward headquarters in Abéché of 37 personnel (2 P-3, 9 Field Service, 15 national General Service staff and 11 United Nations Volunteers) through the establishment of 42 additional posts (3 P-4, 8 P-3, 18 national General Service staff and 13 United Nations Volunteers) and the redeployment of two posts (Field Service) currently reflected in the field offices staffing establishment. To manage and supervise all engineering related maintenance services and activities and all minor engineering works in each of the Iriba, Farchana and Goz Beïda field offices, as well as Guéréda, Koukou, Bahai and Birao, it is proposed to deploy 36 additional Technicians (26 national General Service staff and 10 United Nations Volunteers).

99. The Aviation Section is responsible for the operation of 37 aircraft, to be deployed in various locations. The Section manages, effectively plans, coordinates and supervises all aviation-related support operations and ensures that all aviation tasks are performed in a safe, timely, efficient, cost-effective manner. Upon review of the functional responsibilities, it is proposed that the level of the Chief Aviation Officer's post be upgraded from P-4 to P-5. The incumbent would oversee that planning, evaluation and assessment of suitable air assets meet Mission needs, advise on developing and implementing the Mission's Aviation Stand. rd Operating Procedures and spearhead the coordination with relevant sections and agencies regarding aviation-related Mission requirements such as rehabilitation and upgrade of runways and airfields. It is also proposed to establish a Deputy Chief Aviation Officer (P-4) post, to assist the Chief Aviation Officer in overseeing all aviation-related operations; supervise on the behalf of the Chief Aviation Officer the management of United Nations Aviation contracts issued by United Nations Headquarters to ensure all provisions are carried within operational and safety parameters; supervise and monitor coordination with the Contracts Management Section on the performance of the contractors providing support services to the Aviation Section; provide guidance and policy on operational issues; and advise the Special Representative of the Secretary-General, Chief of Mission Support and Chief of Integrated Support Services on all matters pertaining to the utilization of civilian and military air assets assigned to the Mission. In addition, it is proposed to establish an Air Operations Unit in Birao (Central African Republic), to be staffed with an Air Operations Officer (Field Service) and an Air Operations Assistant (United Nations Volunteer) who would also be responsible in overseeing that all aircrafts are employed according to the International Civil Aviation Organization (ICAO) and United Nations rules and regulations, as well as liaising with military and local aviation authorities for the safe, expedient and efficient conduct of air operations.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	*Expenditures (2007/08)* (1)	*Apportionment (2008/09)* (2)	*Cost estimates (2009/10)* (3)	*Variance* Amount (4)=(3)-(2)	*Variance* Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	868.0	2 247.0	1 732.6	(514.4)	(22.9)
Military contingents	—	62 426.3	182 157.1	119 730.8	191.8
United Nations police	4 583.3	11 280.6	19 395.7	8 115.1	71.9
Formed police units	—	—	—	—	—
Subtotal	**5 451.3**	**75 953.9**	**203 285.4**	**127 331.5**	**167.6**
Civilian personnel					
International staff	13 756.4	53 793.4	82 156.0	28 362.6	52.7
National staff	695.2	5 539.6	5 955.6	416.0	7.5
United Nations Volunteers	750.9	4 585.3	6 913.5	2 328.2	50.8
General temporary assistance	807.1	189.7	131.8	(57.9)	(30.5)
Subtotal	**16 009.6**	**64 108.0**	**95 156.9**	**31 048.9**	**48.4**
Operational costs					
Government-provided personnel	—	893.4	1 427.6	534.2	59.8
Civilian electoral observers	—	—	—	—	—
Consultants	—	72.8	185.6	112.8	154.9
Official travel	625.6	1 379.2	1 250.0	(129.2)	(9.4)
Facilities and infrastructure	58 696.8	201 923.3	234 107.6	32 184.3	15.9
Ground transportation	38 575.0	12 255.9	29 203.2	16 947.3	138.3
Air transportation	4 154.0	58 937.5	153 641.1	94 703.6	160.7
Naval transportation	—	—	—	—	—
Communications	14 456.5	7 371.5	11 415.0	4 043.5	54.9
Information technology	8 911.4	2 555.6	6 287.8	3 732.2	146.0
Medical	1 106.6	2 045.7	4 091.6	2 045.9	100.0
Special equipment	—	407.7	1 690.1	1 282.4	314.5
Other supplies, services and equipment	17 009.1	11 891.0	25 448.2	13 557.2	114.0
Quick-impact projects	187.8	1 000.0	1 000.0	—	—
Subtotal	**143 722.8**	**300 733.6**	**469 747.8**	**169 014.2**	**56.2**
Gross requirements	**165 183.7**	**440 795.5**	**768 190.1**	**327 394.6**	**74.3**
Staff assessment income	999.2	6 155.8	7 628.8	1 473.0	23.9
Net requirements	**164 184.5**	**434 639.7**	**760 561.3**	**325 921.6**	**75.0**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**165 183.7**	**440 795.5**	**768 190.1**	**327 394.6**	**74.3**

B. Non-budgeted contributions

100. The estimated value of non-budgeted contributions for the period from 1 July 2009 to 30 June 2010 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-mission agreement[a]	19 000.0
Voluntary contributions in kind (non-budgeted)	
Total	**19 000.0**

[a] Preliminary estimated value of buildings and land provided by the Governments of Chad and the Central African Republic.

C. Efficiency gains

101. The cost estimates for the period from 1 July 2009 to 30 June 2010 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Air transportation	1 495.2	Tasking of aircraft with more passenger capacity and lesser flight time on the N'Djamena and Abéché route to better meet the operational requirement of the Mission, resulting in the reduction in the cost of flight hours and fuel consumption
Air transportation	3 151.9	Reflects the share of UNAMID of the guaranteed costs associated with one MD-83 fixed-wing aircraft bearing 70 per cent
Engineering	2 223.0	Net savings from the establishment of drinking water bottling plant
Engineering	105.0	Implementation of solar lighting system for two locations (logistics base in N'Djamena and Star Camp in Abéché), resulting in annual fuel cost saving estimated $105,000 for an investment of $500,000
Total	**6 975.1**	

D. Vacancy factors

102. The Mission will continue to deploy its personnel during the period from 1 July 2009 to 30 June 2010. The following phased deployment schedule has been used for the proposed budget:

(Number of personnel)

	Planned 2008/09	*Planned 2009/10*				
	Average	*30 Sept. 2009*	*31 Dec. 2009*	*31 Mar. 2010*	*30 Jun. 2010*	*Average*
Military and police personnel						
Military observers	50	25	25	25	25	25
Military contingents	1 037	3 911	4 561	4 083	5 183	4 490
United Nations police	300	300	300	300	300	300
Civilian personnel						
International staff	470	468	534	568	595	521
National Officers	20	21	28	29	30	26
National General Service staff	506	450	550	630	739	559
United Nations Volunteers	115	151	182	201	201	176
Temporary positions[a]	2	2	2	2	2	2
Government-provided personnel	25	25	25	25	25	25

[a] Funded under general temporary assistance. Excluding the 71 general temporary assistance positions established until June 2009 to support preparations for the deployment of the United Nations military component and the significant engineering projects to be implemented in a short span of time.

103. In addition, the cost estimates take into account the following vacancy factors:

(Percentage)

Category	*Actual 2007/08*	*Budgeted 2008/09*	*Projected 2009/10*
Military and police personnel			
Military observers	68.7	20	5
Military contingents	—	30	25
United Nations police	65.3	30	10
Civilian personnel			
International staff	60.4	30	25
National staff			
National Officers	100.0	30	30
National General Service staff	75.6	30	40
United Nations Volunteers	77.3	30	15
Temporary positions[a]			
International staff	100.0	10	10
National staff	100.0	10	10
Government-provided personnel	100.0	30	20

[a] Funded under general temporary assistance.

104. The proposed vacancy rates applied with respect to the 2009/10 financial period reflect past experiences with expanding missions and are attributable to the actual phased deployment pattern for the 2009/10 period and the Mission's challenges in relation to the deployment of its military and police personnel and recruitment of suitable civilian staff.

E. Contingent-owned equipment: major equipment and self-sustainment

105. Requirements for the period from 1 July 2009 to 30 June 2010 are based on standard reimbursement rates for major equipment wet-lease and self-sustainment in the total amount of $40,578,700 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	23 628.3
Subtotal	**23 628.3**
Self-sustainment	
Facilities and infrastructure	9 753.4
Communications	3 530.2
Medical	1 976.7
Special equipment	1 690.1
Subtotal	**16 950.4**
Total	**40 578.7**

Mission factors[a]	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	—	—	—
Intensified operational condition factor	—	—	—
Hostile action/forced abandonment factor	—	—	—
B. Applicable to home country			
Incremental transportation factor	—		

[a] Based on draft memorandums of understanding.

F. Training

106. The estimated resource requirements for training for the period from 1 July 2009 to 30 June 2010 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	185.6
Official travel	
Official travel, training	572.5
Other supplies, services and equipment	
Training fees, supplies and services	175.0
Total	**933.1**

107. The number of participants planned for the period from 1 July 2009 to 30 June 2010, compared to previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2007/08	*Planned 2008/09*	*Proposed 2009/10*	*Actual 2007/08*	*Planned 2008/09*	*Proposed 2009/10*	*Actual 2007/08*	*Planned 2008/09*	*Proposed 2009/10*
Internal	300	78	789	117	106	1 199	94	—	600
External[a]	11	148	53	—	18	10	3	37	—
Total	**311**	**226**	**842**	**117**	**124**	**1 209**	**97**	**37**	**600**

[a] Includes United Nations Logistics Base and outside the Mission area.

108. The training programme is geared towards the continuous upgrading of leadership, management and organizational development skills, as well as at strengthening the substantive and technical capacity of MINURCAT personnel through 78 courses, with a total of 2,651 participants. The primary focus of the MINURCAT training programme is to strengthen the substantive and technical capacity of Mission staff in the fields of security, human rights, rule of law, aviation, movement control, communications and information technology, geographic information systems, medical services, procurement, transport, engineering, claims and personnel administration.

G. Mine detection and mine-clearing services

109. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2009 to 30 June 2010 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Mine detection and mine-clearing services	4 514.5

110. The proposed provision of $4,514,500 for mine detection and mine-clearing services would cover requirements for road/route assessment and verification, explosive ordnance disposal and area clearance, as well as for the acquisition of personal protection equipment, mine detectors and supplies.

111. The Mission will publish 300 maps, detailing mine and basic unexploded ordnance threats, for the Chad National Demining Authority, United Nations agencies and non-governmental organizations to help them to operate safely within eastern Chad. It is expected that a survey of 1,000 kilometres of supply routes previously not assessed for the presence of mines or explosives remnants of war will be undertaken during the budget period.

H. Quick-impact projects

112. The estimated resource requirements for quick-impact projects for the period from 1 July 2009 to 30 June 2010, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2007 to 30 June 2008 (actual)	187.8	10
1 July 2008 to 30 June 2009 (approved)	1 000.0	45
1 July 2009 to 30 June 2010 (proposed)	1 000.0	46

113. The financial period 2009/10 will be the second year of operation of the Mission. During this period, it is imperative that the Mission executes quick-impact projects to enhance the visibility of the United Nations. It is also expected that the civilian population will also derive direct benefit from the projects that could result in much higher acceptability and cooperation with the local civilian population.

114. In line with the Mission's focus on creating the security conditions conducive to a voluntary, secure and sustainable return of refugees, and internally displaced persons, the Mission will undertake and implement projects largely aimed at assisting refugees and internally displaced persons, as well as host communities (particularly vulnerable members of the communities) in the vicinity of the refugee camps and internally displaced persons sites in eastern Chad. Based on a needs assessment conducted by key humanitarian actors, a provision of $1 million would cover quick-impact projects focusing on protection of civilians, promotion of human rights and improvement of justice and of prison conditions, as well as initiatives to resolve local tensions and to promote local reconciliation efforts.

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

	Variance	
Military observers	($514.4)	(22.9%)

- **Mandate: change in scale and scope of mandate**

115. The main factor contributing to the variance of $514,400 under this heading is the reduction in the authorized strength of military liaison officers from 50 officers in the 2008/09 financial period to 25 officers in the 2009/10 period.

116. The decreased estimated requirements have been offset in part by additional costs associated with the increase in the after 30 days daily mission subsistence allowance rate from $154 to $178 per person/per day effective 1 June 2008, and with the application of a lower delayed deployment factor of 5 per cent in the computation of military liaison officers costs in the 2009/10 financial period compared with 20 per cent applied in the 2008/09 period.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Military contingents	$119 730.8	191.8%

- **Mandate: change in scale and scope of mandate**

117. The main factor contributing to the variance of $119,730,800 under this heading is the projected phased deployment of an average strength of 4,490 military contingent personnel for the 2009/10 financial period, compared to the average strength of 1,037 contingent personnel for the 2008/09 period. It reflects the gradual repatriation of the 1,377 troops transferred from EUFOR with a strength up to 5,183 military personnel achieved by 30 June 2009. A 25 per cent delayed deployment factor has been applied in the computation of military contingent costs.

	Variance	
United Nations police	$8 115.1	71.9%

- **Management: additional inputs and outputs**

118. The main factors contributing to the variance of $8,115,100 under this heading are the higher requirements associated with the increase in the after 30 days daily mission subsistence allowance rate from $154 to $178 per person/per day effective 1 June 2008, and with the application of a lower delayed deployment factor of 10 per cent in the computation of United Nations police officers costs in the 2009/10 financial period compared with 30 per cent applied in the 2008/09 period.

	Variance	
International staff	$28 362.6	52.7%

- **Management: additional inputs and outputs**

119. The main factors contributing to the variance of $28,362,600 under this heading are the additional international staff resource requirements related to the provision for a total of 594 international posts to be recruited by 30 June 2010 (excluding 1 P-5 post, Chief Security Adviser, funded through United Nations country team cost-sharing arrangements), comprising 510 previously approved posts (187 in the Professional and above and 323 Field Service posts) and 84 additional posts (36 in the Professional and above and 48 Field Service posts), to support the significant expansion of the Mission.

120. The estimated requirements are based on Mission-specific salary rates derived from the actual average expenditure by grade over the previous financial period. In addition, the resource requirements for the 2009/10 period reflect additional requirements for salaries, including post adjustment, and common staff costs for international staff, pursuant to General Assembly resolution 63/250 on human resources management, offset in part by the elimination of requirements for mission subsistence allowance. A 25 per cent delayed recruitment factor has been applied in the computation of international staff costs.

	Variance	
National staff	$416.0	7.5%

- **Management: additional inputs and outputs**

121. The main factors contributing to the variance of $416,000 under this heading are the increased requirements for salaries based on the projected deployment up to the total proposed staffing establishment of 769 national staff (739 national General Service staff and 30 National Officers) by 30 June 2010, comprising 572 previously approved posts (552 national General Service staff and 20 National Officers) and 197 additional posts (187 national General Service staff and 10 National Officers), to support the significant expansion of the Mission. The computation of national staff costs is based on G-4, step VI, with respect to General Service staff and National Officer-B, step VI, of the established national staff salary scales compared to G-4, step I, and National Officer-B, step I, utilized in the 2008/09 financial period, respectively.

122. The increased requirements have been offset by the appreciation of the United States dollar and the application of a higher delayed recruitment factor of 40 per cent for national General Service staff, compared to 30 per cent in the 2008/09 period.

	Variance	
United Nations Volunteers	$2 328.2	50.8%

- **Management: additional inputs and outputs**

123. The main factor contributing to the variance of $2,328,200 under this heading is the proposed increase in the civilian staffing establishment of the Mission by 84 United Nations Volunteer positions combined with the application of a lower vacancy rate in the computation of costs of volunteers (30 per cent applied in the 2008/09 financial period compared with 15 per cent in the 2009/10 period), and the increase in the volunteer living allowance and settling in grant rates.

	Variance	
General temporary assistance	($57.9)	(30.5%)

- **Management: additional inputs and outputs**

124. The main factor contributing to the variance under this heading is the elimination of requirements for mission subsistence allowance, pursuant to General Assembly resolution 63/250, offset in part by the increased resource requirements for international staff salaries, including post adjustment, and common staff costs.

	Variance	
Government-provided personnel	$534.2	59.8%

- **Management: additional inputs and outputs**

125. The main factors contributing to the variance of $534,200 under this heading are the higher requirements associated with the increase in the after 30 days daily mission subsistence allowance rate from $154 to $178 per person/per day effective 1 June 2008, and with the application of a lower delayed deployment factor of

20 per cent in the computation of Prison Affairs Officers costs in the 2009/10 financial period compared with 30 per cent applied in the 2008/09 period.

	Variance	
Consultants	$112.8	154.9%

- **Management: additional inputs and outputs**

126. The main factor contributing to the variance of $112,800 under this heading is the increased requirements for training consultants with respect to the conduct of substantive and technical skills and people management training for MINURCAT personnel in the 2009/10 compared to the 2008/09 financial period. Training consultants will be engaged in the following training programmes: security, people management training, procurement and contract management, movement control (air and sea transportation of dangerous goods) and medical services (advanced life support training).

	Variance	
Official travel	($129.2)	(9.4%)

- **Management: reduced inputs and same outputs**

127. The main factors contributing to the variance of $129,200 under this heading are lower requirements for official travel of the senior MINURCAT staff for political consultations and meetings and within-mission travel, compared to the 2008/09 period, where several trips were planned to facilitate the smooth transition of mission from EUFOR to United Nations troops; and lower requirements with respect to the training of MINURCAT personnel outside the Mission area, in particular for the civilian predeployment induction training. In addition, a total of 28 internal trainings are expected to benefit 2,588 personnel (789 international staff, 1,199 national staff, 600 military and police personnel) during 2009/10, compared with 8 budgeted internal training for 184 personnel (78 international staff, 106 national staff) in the 2008/09 financial period.

	Variance	
Facilities and infrastructure	$32 184.3	15.9%

- **Management: additional inputs and outputs**

128. The main factors contributing to the variance of $32,184,300 under this heading are the increased requirements with respect to (a) the construction of helipad, access road, aprons, renovation and rehabilitation of airfields and runways as prescribed by the International Civil Aviation Organization (ICAO) in each of the three group sectors (north, Iriba and Bahai; centre, Farchana and Guéréda; and south, Goz Beïda and Koukou); (b) the replication of aprons and taxiways in N'Djamena airport, western part of the apron in Abéché airport, that will be needed to meet the operational requirement in Chad; (c) the construction of additional camps for military; (d) the construction of civilian living accommodation in Abéché; and (e) the development of a sustainable water supply. To secure the camp site as per the United Nations minimum operating security standards compliance, security fencing equipped with security appliances in each camp locations is being proposed.

129. The variance is also attributable to increased consumption of petrol, oil and lubricants as United Nations-owned generators are supplying electricity to all premises, as well as increased requirement for reimbursements for self-sustainment costs, as a result of the deployment of the Force during the period.

130. The additional requirements are partly offset by reduced requirements for the acquisition of prefabricated facilities, generators, security and safety equipment, fuel tanks and pumps, and water and septic tanks, as the procurement of the Mission equipment requirements are expected to be mostly completed during the 2008/09 period; by lower requirements for the maintenance of office space and accommodation facilities provided through commercial turnkey arrangements; and by reduced requirements for water and no requirement for electricity, as water will be supplied from the Mission's wells and electricity requirements will be met by the Mission's generators.

	Variance	
Ground transportation	$16 947.3	138.3%

- **Management: additional inputs and outputs**

131. The main factor contributing to the variance of $16,947,300 under this heading is the increase in the resource requirements for petrol, oil and lubricants for the contingent-owned equipment, taking into account the large distances anticipated to be travelled in remote areas and the sandy condition of roads, as well as for the United Nations-owned equipment owing to the acquisition of an additional 229 vehicles, including 57 4x4 general purpose vehicles, 38 buses, 4 pieces of airfield equipment, 11 material handling equipment, 46 trucks, 3 pieces of engineering equipment, and 70 vehicles attachment, for a total fleet of 1,164 vehicles. The cost estimate also includes requirements for repairs and maintenance, acquisition of 5 workshop packages, liability insurance and spare parts.

	Variance	
Air transportation	$94 703.6	160.7%

- **Management: additional inputs and outputs**

132. The main factors contributing to the variance of $94,703,600 under this heading are the increased requirements for the rental and operation of fixed-wing aircraft and helicopters, reflecting the full deployment of the current fleet of 8 fixed-wing aircraft and 22 helicopters (11 commercially contracted medium cargo/passenger helicopters and 11 military-type helicopters) for the 2009/10 period, while the 2008/09 budget reflected the phased deployment of 2 fixed-wing aircraft and 17 helicopters from March 2009. In addition, in order to provide for the movement of personnel and transportation of cargo in an expanded area of operation, 7 additional helicopters will be deployed from September 2009. The variance also reflects requirements for the lease and related operating costs (aviation fuel, oil and lubricants, liability insurance and aircrew subsistence allowance) as well as for the landing fees, ground handling charges, and the acquisition of two unmanned air vehicle systems.

	Variance	
Communications	$4 043.5	54.9%

- **Management: additional inputs and outputs**

133. The main factor contributing to the variance of $4,043,500 under this heading is the increased estimated requirements for the reimbursement to contributing Governments for self-sustainment costs. In addition, the variance is attributable to increased requirements for the enhancement and operation of the Mission's expanded communication networks, including the acquisition of 467 additional items of high-frequency (HF), very-high-frequency (VHF), and ultra-high-frequency (UHF) equipment and 605 additional satellite and telephone equipment, as well as commercial communications charges, spare parts and specialized communications support services.

	Variance	
Information technology	$3 732.2	146.0%

- **Management: additional inputs and outputs**

134. The main factors contributing to the variance of $3,732,200 under this heading are the requirements for the enhancement and operation of the Mission's expanded information technology networks, including the acquisition of additional 160 desktop computers and monitors, 15 printers of various capacities, 30 laptop computers, 11 servers and server rack systems, various items of network equipment (switches and wireless bridges), digital equipment and scanners, geographical information system (GIS) equipment, uninterrupted power supply units, as well as the requirements for the acquisition of software, including for GIS services, software licences and related fees, spare parts and supplies and specialized technical support services.

	Variance	
Medical	$2 045.9	100.0%

- **Management: additional inputs and outputs**

135. The main factors contributing to the variance of $2,045,900 under this heading are the increased estimated requirements for the reimbursements to contributing Governments for self-sustainment costs. In addition, the variance is attributable to increased requirements for medical evacuation by air, medical services, including hospitalization, specialist consultations and specialized tests, resulting from the deployment of additional personnel.

	Variance	
Special equipment	$1 282.4	314.5%

- **Management: additional inputs and outputs**

136. The main factors contributing to the variance of $1,282,400 under this heading are the increased estimated requirements for the reimbursements to contributing Governments for self-sustainment costs.

	Variance	
Other supplies, services and equipment	$13 557.2	114.0%

- **Management: additional inputs and outputs**

137. The main factors contributing to the variance of $13,557,200 under this heading are the increased requirement for the freight and related costs of United Nations-owned equipment. The variance also reflects requirements for mine detection and clearing services based on an agreement with the United Nations Office for Project Services, the costs of supplies, uniforms, flags and decals, personal protection gear, as well as reserve rations and water for civilian personnel.

IV. Actions to be taken by the General Assembly

138. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $768,190,100 for the maintenance of the Mission for the 12-month period from 1 July 2009 to 30 June 2010;**

(b) **Assessment of the amount of $543,102,135 at a monthly rate of $64,015,841 for the period from 1 July 2009 to 15 March 2010;**

(c) **Assessment of the amount of $225,087,965 at the monthly rate of $64,015,841 for the period from 16 March to 30 June 2010, subject to the decision of the Security Council to extend the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 61/276 and 62/233 B and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

(Resolution 61/276)

Decision/request	*Action taken to implement decision/request*
Section II: Budgeting and budget presentation	
When submitting future budget proposals and performance reports, include information on the most significant management decisions relating to the mission's budget and its implementation, including those related to operational costs (para. 2).	Implemented (see section I.B of the present report).
Intensify efforts to improve the quality and timely issuance of peacekeeping documents (para. 3).	An "Abacus" team was sent to MINURCAT in order to improve the quality and timeliness of the proposed 2009/10 budget.
Budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard (para. 4).	Implemented (see sections I.B and II.C of the present report).
Take further steps towards improving budget assumptions and forecasts and to report thereon to the General Assembly at the second part of its resumed sixty-second session (para. 5).	Implemented (see section I.B of the present report).
Improve control over obligations due to the significant increase in the cancellation of prior-period obligations (para. 6).	While reviews of outstanding obligations are done on a regular basis, a thorough analysis of outstanding obligations is made at the end of the financial period to ensure validity of the obligations to retain.
Section III: Results-based budgeting	
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 2).	Implemented (see section I.B of the present report).

Section VII: Staffing, recruitment and vacancy rates

Make greater use of national staff, as appropriate, commensurate with the requirements of the mission and its mandate (para. 3).	The Mission is continuing its efforts to build national capacity by making greater use of national personnel. In this connection, the proposed 2009/10 budget reflects an increase of 10 National Officer and 187 national General Service staff posts.
Ensure that vacant posts are filled expeditiously (para. 4).	In addition to the establishment of a recruitment unit within the Human Resources Section of MINURCAT, the Department of Field Support is in the process of sending two "Tiger teams" to MINURCAT to accomplish faster recruitment for national and international staff.
Review the staffing structure of missions on an ongoing basis, bearing in mind, in particular, the mission's mandate and concept of operations, and to reflect this in budget proposals, including full justification of any additional posts proposed (para. 5).	Implemented. The Mission has reviewed the structure especially in view of the complexity of the support component and has conducted a review of the staffing structure in view of the changed mandate.

Section IX: Training

Provide professional development opportunities for national staff and fully include them in all relevant training programmes (para. 2).	The 2009/10 proposed budget for MINURCAT includes provisions for training an estimated 1,209 national staff (46 per cent of the trainees).

Section XIII: Air operations

When reviewing their transportation requirements, missions must take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission (para. 4).	Efforts are made on a ongoing basis taking into account efficiency, cost effectiveness as well as the complexities, specificities and operational needs. The Mission decided not to utilize the Mi-26 and C-130 aircraft but instead rely more on road transportation during the dry season.

Section XVII: Quick-impact projects

Quick-impact projects should be implemented with minimal or no overhead charges in order to ensure that the maximum amount is spent for the direct benefit of the local population (para. 5).	The Mission will continue to improve its projects management to ensure that quick impacts projects in MINURCAT will be implemented with minimal or no overhead.
Funding for quick-impact projects for the third year of a mission and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted (para. 6).	The Mission was not fully operational in first year. Needs assessment will be conducted in third year of the Mission's existence to ascertain the requirements for quick-impact project funding to enhance confidence-building.
Coordination with humanitarian and development partners should be made in order to avoid duplication and overlap of activities between missions and humanitarian and development partners in the field	In accordance with approved standard operating procedures, MINURCAT will coordinate the identification and implementation of quick-impact projects with the United Nations country team and

Mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations (para. 8).	As per standard operating procedures for implementation of quick-impact projects, such projects will not duplicate work already undertaken by the United Nations country team and other partners.
Section XX: Regional coordination	
Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission (para. 2).	Implemented (see section I.C of the present report).
Section XXI: Partnerships, country team coordination and integrated missions	
Provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration with United Nations country teams in order to achieve better results under relevant components (para. 2).	While MINURCAT is not an integrated mission, details on partnerships and country team coordination have been reflected in section I.D of the present report.

(Resolution 62/233 B)

Request	*Response*
Recalls paragraph 14 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/62/781/Add.15), and encourages the United Nations Mission in the Central African Republic and Chad and other United Nations missions in the region to continue, where possible, their efforts to achieve greater synergy, while bearing in mind that individual missions are responsible for the preparation and implementation of their own budgets and for controlling their own assets and logistical operations (para. 10).	MINURCAT will continue to work closely with UNAMID, BONUCA and UNMIS and maintains regular exchange of information on all issues of common interest. Inter-mission meetings on cross border issues will be held on a regular basis to facilitate coordination and exchange of information at the senior level. The Mission will continue to participate in the senior leadership conferences in the region, as required, together with the senior staff of other peacekeeping missions. The Mission has been sharing Entebbe support base and air assets with MONUC. The Mission is sharing air assets with UNAMID and the Mission has logistics support from BONUCA in Bangui.
Requests the Secretary-General to include in future budget submissions details of the mechanisms that exist at Headquarters and in the field for ensuring coordination and collaboration among all United Nations actors active in the relevant mission area (para. 11).	The Department of Field Support has been organizing Chief of Mission Support/Director of Mission Support conferences to share information and experience. Efforts are being made to conduct similar meetings at the regional level. The United Nations country team is meeting on a regular basis. MINURCAT has integrated the cluster approach of the Office for the Coordination of Humanitarian Affairs.

B. Advisory Committee on Administrative and Budgetary Questions

(A/62/781/Add.15)

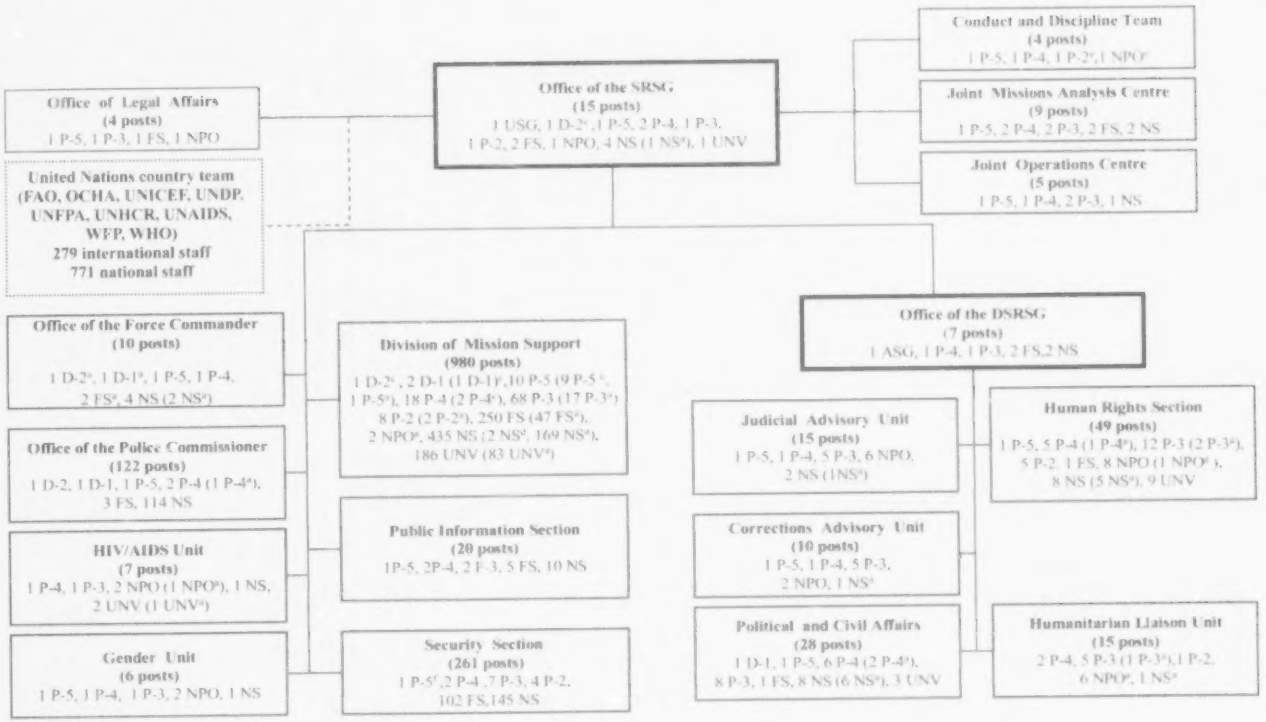
Request/recommendation	*Action taken to implement request/recommendation*
The Committee encourages MINURCAT and UNAMID to avail themselves, security permitting, of cross-border arrangements and to report thereon in the next budget submission (para. 14).	Discussions were held between the two missions for cross border arrangements. However, owing to the prevailing political situation, this arrangement does not seem feasible for the time being. Nevertheless, MINURCAT and UNAMID Geographic Information Services Sections are coordinating mapping of boundary areas and sharing of geospatial information on transitional areas. MINURCAT has also exchanged military liaison officers positions with UNAMID to facilitate information-sharing and coordination of operations.
The Committee encourages the Mission to continue to work on refining the formulation of indicators of achievement. For example, the indicators of achievement for expected accomplishment 2.1 appear to reflect the efforts of the Government, rather than those of the Mission; a number of outputs need to be made more specific and quantitative (para. 15).	The Mission has refined the indicators of achievement as recommended (see section I.E of the present report).
The Committee cautions that, in the interest of budgetary transparency, posts proposed for redeployment should cover comparable or related functions; vacant posts that are no longer required should be abolished, and requests for new posts should be fully justified (para. 20).	Noted.
The Advisory Committee recalls that the General Assembly, in section XVIII, paragraph 8, of its resolution 61/276, stressed that "mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations". The Committee encourages MINURCAT to ensure that the Assembly's guidelines are fully complied with (para. 32).	The quick-impact projects Committee coordinates with humanitarian and development partners and carefully reviews all quick-impact projects proposals to ensure that the proposed projects do not duplicate humanitarian and development activities already being carried out by United Nations agencies or other international organizations.
The Advisory Committee recalls that the General Assembly, in section XXI, paragraph 2, of its resolution 61/276, requested the Secretary-General to provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration	Noted.

Request/recommendation	*Action taken to implement request/recommendation*
better results under relevant components. The Committee notes from section V of the budget for the period from 1 July 2008 to 30 June 2009 (A/62/804) that while MINURCAT is not an integrated mission, detailed information on partnerships, country team coordination and integrated missions is provided in paragraph 79 of the budget (ibid.). The Committee welcomes the efforts of the Mission to provide the requested information and requests MINURCAT to continue this practice in future budget submissions (para. 34).	
(A/63/768)	
The Advisory Committee regrets the fact that, despite the provisions of paragraph 12 of Security Council resolution 1861 (2009), the United Nations will not have full use of all former EUFOR facilities and infrastructure and that, in consequence, additional resources will be required to construct new camps. The Committee notes that some of the above-mentioned construction and engineering projects appear to be longer-term endeavours. The Committee recalls that the commitment authority mechanism is intended to allow the Secretary-General to enter into commitments and to provide short-term funding for urgent requirements.	The camp construction works for international staff are progressing well, the star camp in Abéché is to be completed by end of June 2009 and other regional camps construction works for international staff office and living accommodation are expected to be finished by June 2009. Transit camps in two locations, Abéché and N'Djamena, are under way, and levelling the land and completion of erection of tents should be finalized by end of May 2009. Camp construction works for rehatted and new troops deployed before June 2009 have already been tasked, and levelling the land and completion of the work are planned to be concluded six months from the date of transfer of authority.
The Committee trusts that the budget submission for the Mission for 2009/10 will provide a detailed breakdown of projected expenditures under this item and that the performance report for the current period will account adequately for the expenses incurred thus far (para. 10).	Extension and rehabilitation of the runway in Abéché are in the process of scope of work preparation and specification in close cooperation with ICAO experts, with project completion being planned for end of October 2009. As the scope of work and statement of requirement preparation have been completed, it is expected to complete the additional camps construction by end of June 2010. As for the aprons and airport rehabilitation works, scope of work and statement of requirement preparation works have already been initiated in close cooperation with ICAO and it is planned to finish the construction works by December 2009.
The Committee encourages the Secretary-General to explore opportunities for savings in the area of air transportation through, inter alia, the sharing of air assets with other United Nations operations in the region (para. 12).	Noted.

nex

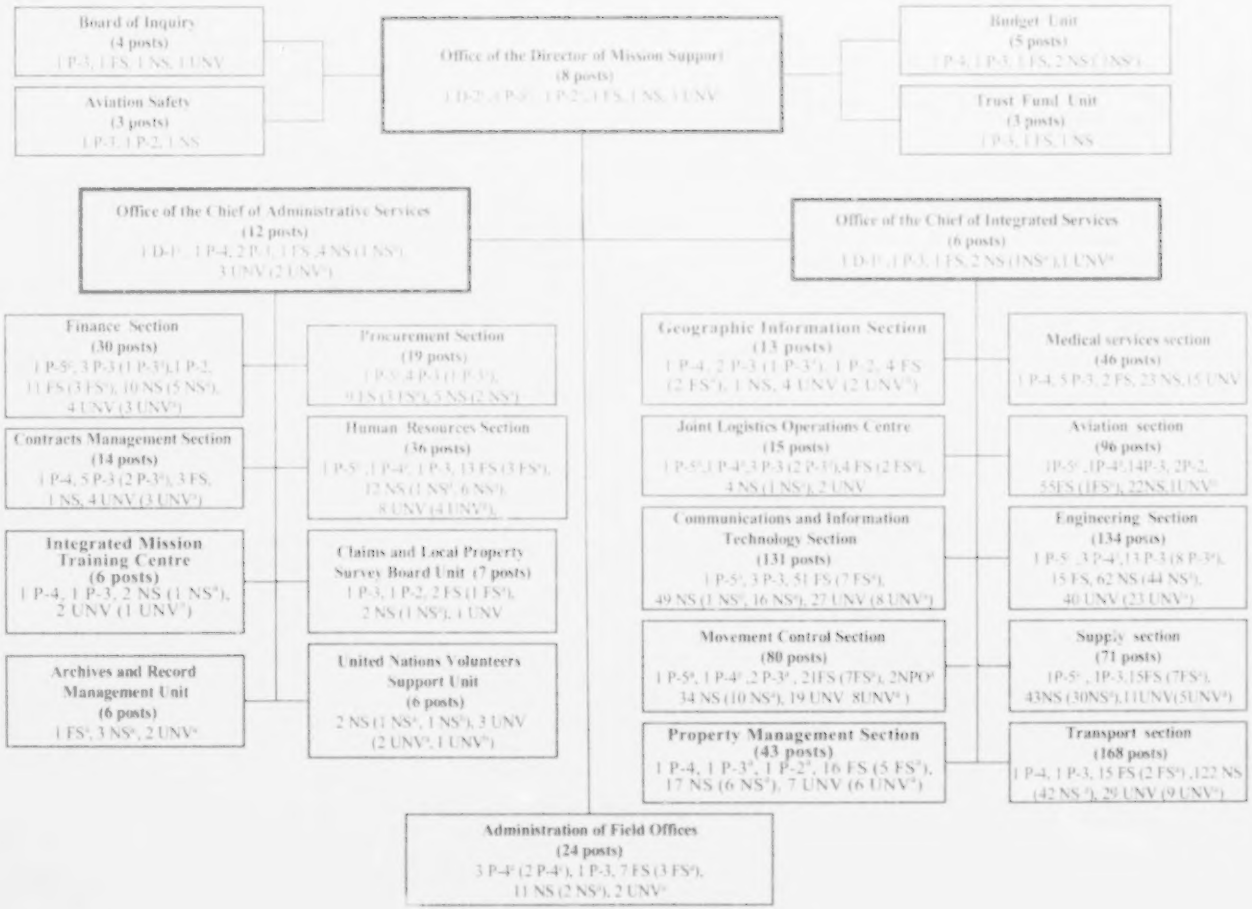
Organization charts*

A. Substantive offices

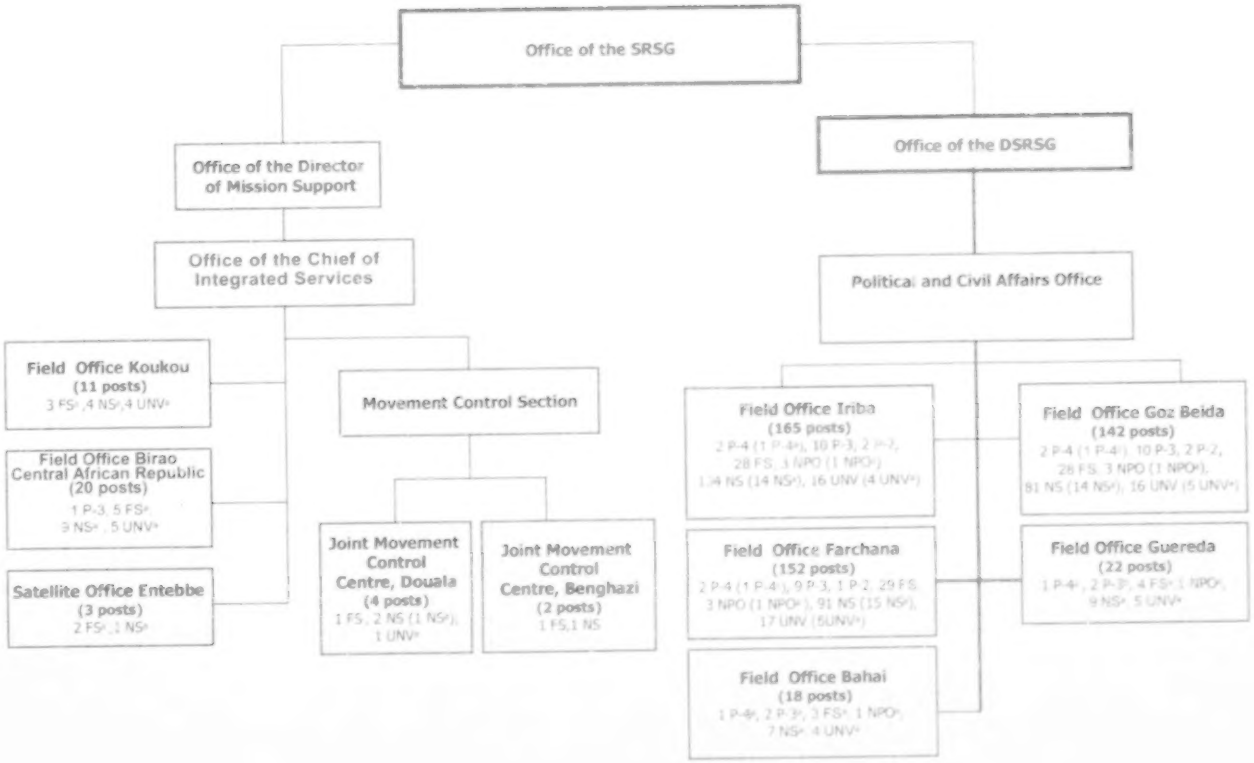

Office of Legal Affairs
(4 posts)
1 P-5, 1 P-3, 1 FS, 1 NPO
United Nations country team
(FAO, OCHA, UNICEF, UNDP, UNFPA, UNHCR, UNAIDS, WFP, WHO)
279 international staff
771 national staff
Office of the SRSG
(15 posts)
1 USG, 1 D-2[a], 1 P-5, 2 P-4, 1 P-3, 1 P-2, 2 FS, 1 NPO, 4 NS (1 NS[a]), 1 UNV
Conduct and Discipline Team
(4 posts)
1 P-5, 1 P-4, 1 P-2[a], 1 NPO[a]
Joint Missions Analysis Centre
(9 posts)
1 P-5, 2 P-4, 2 P-3, 2 FS, 2 NS
Joint Operations Centre
(5 posts)
1 P-5, 1 P-4, 2 P-3, 1 NS
Office of the Force Commander
(10 posts)
1 D-2[a], 1 D-1[a], 1 P-5, 1 P-4, 2 FS[a], 4 NS (2 NS[a])
Office of the Police Commissioner
(122 posts)
1 D-2, 1 D-1, 1 P-5, 2 P-4 (1 P-4[a]), 3 FS, 114 NS
HIV/AIDS Unit
(7 posts)
1 P-4, 1 P-3, 2 NPO (1 NPO[a]), 1 NS, 2 UNV (1 UNV[a])
Gender Unit
(6 posts)
1 P-5, 1 P-4, 1 P-3, 2 NPO, 1 NS
Division of Mission Support
(980 posts)
1 D-2[a], 2 D-1 (1 D-1[a]), 10 P-5 (9 P-5[a], 1 P-5[a]), 18 P-4 (2 P-4[a]), 68 P-3 (17 P-3[a]) 8 P-2 (2 P-2[a]), 250 FS (47 FS[a]), 2 NPO[a], 435 NS (2 NS[a], 169 NS[a]), 186 UNV (83 UNV[a])
Public Information Section
(20 posts)
1P-5, 2P-4, 2 P-3, 5 FS, 10 NS
Security Section
(261 posts)
1 P-5[a], 2 P-4, 7 P-3, 4 P-2, 102 FS, 145 NS
Office of the DSRSG
(7 posts)
1 ASG, 1 P-4, 1 P-3, 2 FS, 2 NS
Judicial Advisory Unit
(15 posts)
1 P-5, 1 P-4, 5 P-3, 6 NPO, 2 NS (1 NS[a])
Corrections Advisory Unit
(10 posts)
1 P-5, 1 P-4, 5 P-3, 2 NPO, 1 NS[a]
Political and Civil Affairs
(28 posts)
1 D-1, 1 P-5, 6 P-4 (2 P-4[a]), 8 P-3, 1 FS, 8 NS (6 NS[a]), 3 UNV
Human Rights Section
(49 posts)
1 P-5, 5 P-4 (1 P-4[a]), 12 P-3 (2 P-3[a]), 5 P-2, 1 FS, 8 NPO (1 NPO[a]), 8 NS (5 NS[a]), 9 UNV
Humanitarian Liaison Unit
(15 posts)
2 P-4, 5 P-3 (1 P-3[a]), 1 P-2, 6 NPO[a], 1 NS[a]

* Notes appear at the end of the annex.

B. Administrative offices

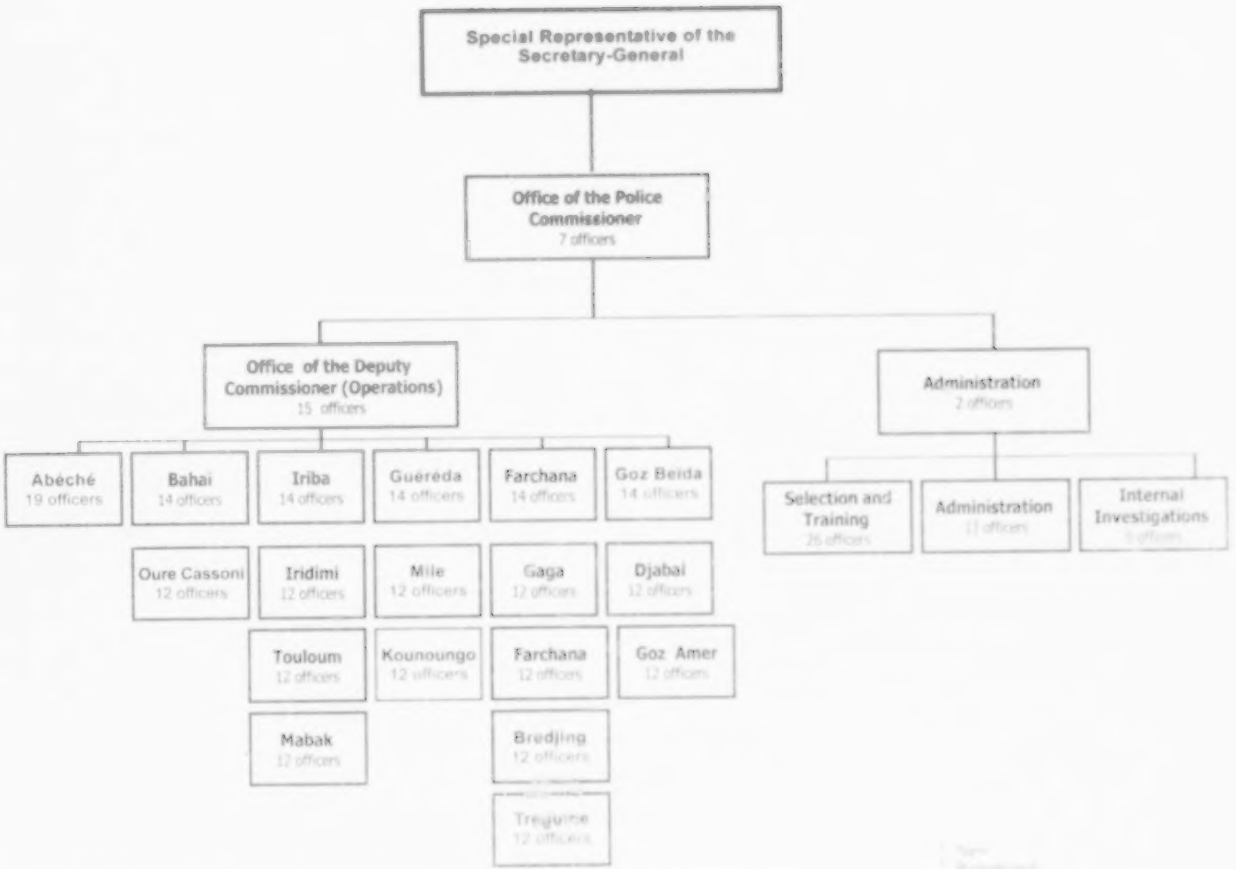

Board of Inquiry
(4 posts)
1 P-3, 1 FS, 1 NS, 1 UNV
Aviation Safety
(3 posts)
1 P-3, 1 P-2, 1 NS
Office of the Director of Mission Support
(8 posts)
1 D-2[a], 1 P-5[b], 1 P-2[c], 1 FS, 1 NS, 1 UNV
Budget Unit
(5 posts)
1 P-4, 1 P-3, 1 FS, 2 NS (1 NS[c])
Trust Fund Unit
(3 posts)
1 P-3, 1 FS, 1 NS
Office of the Chief of Administrative Services
(12 posts)
1 D-1[c], 1 P-4, 2 P-3, 1 FS, 4 NS (1 NS[c]), 3 UNV (2 UNV[c])
Office of the Chief of Integrated Services
(6 posts)
1 D-1[c], 1 P-3, 1 FS, 2 NS (1 NS[c]), 1 UNV[a]
Finance Section
(30 posts)
1 P-5[c], 3 P-3 (1 P-3[c]), 1 P-2, 11 FS (3 FS[c]), 10 NS (5 NS[c]), 4 UNV (3 UNV[c])
Procurement Section
(19 posts)
1 P-5, 4 P-3 (1 P-3[c]), 9 FS (3 FS[c]), 5 NS (2 NS[c])
Contracts Management Section
(14 posts)
1 P-4, 5 P-3 (2 P-3[c]), 3 FS, 1 NS, 4 UNV (3 UNV[c])
Human Resources Section
(36 posts)
1 P-5[c], 1 P-4[c], 1 P-3, 13 FS (3 FS[c]), 12 NS (1 NS[c], 6 NS[c]), 8 UNV (4 UNV[c])
Integrated Mission Training Centre
(6 posts)
1 P-4, 1 P-3, 2 NS (1 NS[a]), 2 UNV (1 UNV[c])
Claims and Local Property Survey Board Unit (7 posts)
1 P-3, 1 P-2, 2 FS (1 FS[c]), 2 NS (1 NS[c]), 1 UNV
Archives and Record Management Unit
(6 posts)
1 FS[c], 3 NS[c], 2 UNV[c]
United Nations Volunteers Support Unit
(6 posts)
2 NS (1 NS[c], 1 NS[c]), 3 UNV (2 UNV[c], 1 UNV[c])
Geographic Information Section
(13 posts)
1 P-4, 2 P-3 (1 P-3[c]), 1 P-2, 4 FS (2 FS[c]), 1 NS, 4 UNV (2 UNV[c])
Medical services section
(46 posts)
1 P-4, 5 P-3, 2 FS, 23 NS, 15 UNV
Joint Logistics Operations Centre
(15 posts)
1 P-5[c], 1 P-4[c], 3 P-3 (2 P-3[c]), 4 FS (2 FS[c]), 4 NS (1 NS[c]), 2 UNV
Aviation section
(96 posts)
1 P-5[c], 1 P-4[c], 14 P-3, 2 P-2, 55 FS (1 FS[c]), 22 NS, 1 UNV[c]
Communications and Information Technology Section
(131 posts)
1 P-5[c], 3 P-3, 51 FS (7 FS[c]), 49 NS (1 NS[c], 16 NS[c]), 27 UNV (8 UNV[c])
Engineering Section
(134 posts)
1 P-5[c], 3 P-4[c], 13 P-3 (8 P-3[c]), 15 FS, 62 NS (44 NS[c]), 40 UNV (23 UNV[c])
Movement Control Section
(80 posts)
1 P-5[a], 1 P-4[c], 2 P-3[c], 21 FS (7 FS[c]), 2 NPO[a], 34 NS (10 NS[c]), 19 UNV (8 UNV[c])
Supply section
(71 posts)
1 P-5[c], 1 P-3, 15 FS (7 FS[c]), 43 NS (30 NS[c]), 11 UNV (5 UNV[c])
Property Management Section
(43 posts)
1 P-4, 1 P-3[a], 1 P-2[a], 16 FS (5 FS[c]), 17 NS (6 NS[c]), 7 UNV (6 UNV[c])
Transport section
(168 posts)
1 P-4, 1 P-3, 15 FS (2 FS[c]), 122 NS (42 NS[c]), 29 UNV (9 UNV[c])
Administration of Field Offices
(24 posts)
3 P-4[c] (2 P-4[c]), 1 P-3, 7 FS (3 FS[c]), 11 NS (2 NS[c]), 2 UNV[c]

C. Field and satellite offices


Office of the SRSG
Office of the Director of Mission Support
Office of the Chief of Integrated Services
Office of the DSRSG
Political and Civil Affairs Office
Field Office Koukou
(11 posts)
3 FS, 4 NS, 4 UNV
Field Office Birao Central African Republic
(20 posts)
1 P-3, 5 FS, 9 NS, 5 UNV
Satellite Office Entebbe
(3 posts)
2 FS, 1 NS
Movement Control Section
Joint Movement Control Centre, Douala
(4 posts)
1 FS, 2 NS (1 NS), 1 UNV
Joint Movement Control Centre, Benghazi
(2 posts)
1 FS, 1 NS
Field Office Iriba
(165 posts)
2 P-4 (1 P-4), 10 P-3, 2 P-2, 28 FS, 3 NPO (1 NPO), 114 NS (14 NS), 16 UNV (4 UNV)
Field Office Farchana
(152 posts)
2 P-4 (1 P-4), 9 P-3, 1 P-2, 29 FS, 3 NPO (1 NPO), 91 NS (15 NS), 17 UNV (5UNV)
Field Office Bahai
(18 posts)
1 P-4, 2 P-3, 3 FS, 1 NPO, 7 NS, 4 UNV
Field Office Goz Beida
(142 posts)
2 P-4 (1 P-4), 10 P-3, 2 P-2, 28 FS, 3 NPO (1 NPO), 81 NS (14 NS), 16 UNV (5 UNV)
Field Office Guereda
(22 posts)
1 P-4, 2 P-3, 4 FS, 1 NPO, 9 NS, 5 UNV

D. Military liaison group

E. United Nations police



MINURCAT
April 2009
Area of operation
International boundary
Provincial boundary
National capital
Provincial capital
Town, village
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
HQ Forward
FHQ TOGO
LOG FRANCE
FRANCE
RUSSIA
FRANCE & AUSTRIA
POLAND & CROATIA
FRANCE & GHANA
IRELAND & FINLAND
FRANCE
N'Djamena Deployment
HQ Base
FHQ ALBANIA
BORKOU-ENNEDI-TIBESTI
WADI FIRA
NORTHERN DARFUR
SUDAN
BATHA
OUADDAI
WESTERN DARFUR
CHAD
SILA
SALAMAT
GUERA
MOYEN-CHARI
BAMINGUI-BANGORAN
CENTRAL AFRICAN REPUBLIC
VAKAGA
SOUTHERN DARFUR
Abeche
Farchana
Goz Beida
Kulbus
Tina
Am Timan
Zakouma
Birao
Sam
Kaga Bandoro
Campement de Koumbala
Campement de Grounda
Ouanda Djalle
Kamalaka
Ouandja
Tissi
Nyala
Tulus
Mukjar
For Baranga
Habila
Kango Haraza
Masteri
El Geneina
Al Sireat
Am Nabak
Bahai
Fada
Faya
Mongo
Melfi
Mala
Am Dam
Am Djarass
Adre
Am Zoer
Bolkos
Guereda
Ati
Gum Haban
Koundoukoulo
Safaya
Mamel
Zalingei
Nertiti
Garsila
Kolkolo Angarana
Tekro
Gabakouli
Abu Deia
Am Timan
Haraze
Manoo
Ouanda Djalle
Kamalaka
Ouandja
0 100 200 300 km
0 100 200 mi